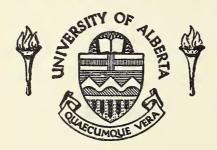
For Reference

NOT TO BE TAKEN FROM THIS ROOM

For Reference

NOT TO BE TAKEN FROM THIS ROOM

Ex upris universitatis albertaensis



Digitized by the Internet Archive in 2018 with funding from University of Alberta Libraries

https://archive.org/details/ruralschooladmin00perc



THE UNIVERSITY OF ALBERTA

RURAL SCHOOL ADMINISTRATION COSTS

IN ALBERTA

by

JOHN BAPTISTE PERCEVAULT

A THESIS

SUBMITTED TO

THE FACULTY OF GRADUATE STUDIES

IN PARTIAL FULFILMENT OF THE REQUIREMENTS

FOR THE DEGREE OF

MASTER OF EDUCATION

DEPARTMENT OF EDUCATIONAL ADMINISTRATION

EDMONTON, ALBERTA
APRIL, 1964

- . . .

ent 1

.

ABSTRACT

This study was designed to determine the costs of services of certificated administrative personnel employed by or associated with ten rural school divisions or counties in Alberta. No study existed in which this particular aspect of administration costs had been analyzed. The need for such a study was evident from the increasing number of administrators employed in multi-roomed schools. School authorities were increasingly using their discretionary power to appoint administrative personnel whose services were not mandatory by the terms of provincial legislation.

School divisions and counties included in this study were selected through a structured sampling procedure based upon criteria of enrolments and assessments.

Data were obtained from primary sources: the files of school authorities and of the Department of Education. Information was obtained on principals, vice-principals and supervisors in the employ of the school divisions or counties. Such information included the salary, qualifications and number of class periods per week devoted to administration. The salary and expenses of the provincially-appointed superintendents of schools were obtained from the department files.

First, costs of administration attributable to administrative personnel during 1962 were determined. Second, the portion of the total costs paid by the province and the portion paid by the local area were also determined. Third, differences in costs were studied

entranta de la composition della composition del

in relation to the two criteria. Analyses showed that little relationship existed among total costs, per-pupil costs and an area's "ability to pay" nor was total enrolment of a unit a strong apparent factor in this regard.

Costs were further analysed in an effort to explain variations. The salary schedule, size and type of school, qualifications of administrators, time for administrative duties, and the number of administrative staff employed were studied to determine influences upon costs. Of the five cost factors considered, the 1962 salary schedules and the qualifications of the administrative staff employed were considered the least significant in explaining the variations in per-pupil costs which existed among schools and school authorities. Sizes and types of schools did relate to differences in costs. Elementary and elementary-junior high schools were the least expensive and high schools were most expensive in terms of administrative services. Schools employing two to seven teachers were the least expensive. Schools in the size range of thirteen to seventeen teachers were the most expensive. As schools increased beyond the twenty-two teacher size, per-pupil costs of administration decreased. Finally, the writer concluded, the amount of time allowed for administrative duties and the number of administrators employed also proved significant in explaining the variations in per-pupil costs.

• ALE DE TENER DE LA CONTRACTION DEL CONTRACTION DE LA CONTRACTION D , make the second of the secon

and the second second

ACKNOWLEDGEMENTS

The writer wishes to acknowledge the assistance rendered by the secretary-treasurers and superintendents of the school divisions and counties who provided access to the school authority's files.

The co-operation and encouragement of Dr. T. C. Byrne, Chief Superintendent of Schools, who made Department of Education files available for this study, was sincerely appreciated.

The assistance and direction of Dr. G. L. Mowat, Dr. F. Enns and Dr. L. D. Nelson, is acknowledged.

Lastly, the writer wishes to acknowledge the patience, encouragement and understanding of his wife, Elizabeth, during the period of his completing this study.

TABLE OF CONTENTS

CHAPTER		PAGE
I.	INTRODUCTION	1
	The Problem	1
	Statement of Sub-Problems	1
	Need for the Study	2
	Delimitation of Study	6
	Selection of School Divisions and Counties	7
	Definition of Terms	10
II.	COLLECTION AND TREATMENT OF DATA	12
	Data Required	12
	Treatment of Data on Locally-Employed	
	Administrative Personnel	15
	Administrative Allowance	15
	Pro-Rating Basic Salary	17
	Extra Administrative Allowances	18
	Total Administrative Costs	18
	Treatment of Data on the Provincially-Employed	
	Superintendent of Schools	19
	Treatment of Data	20
III.	CERTIFICATED ADMINISTRATIVE PERSONNEL COSTS	21
	The Costs of Locally-Employed Administrative	
	Personnel	22
	Costs Attributable to Provincially-Appointed	
	Superintendents of Schools	25

CHAPTER	PAGE
The Total Administrative Costs of Certif	ficated
Personnel	28
Unit Costs of Administration for Certification	icated
Personnel	30
Relation of Ability to Pay and Cost per	Pupil 33
Summary	35
IV. COST FACTORS IN ADMINISTRATIVE COSTS OF CER	RTIFICATED
PERSONNEL	36
Comparison of Salary Schedules	37
Relation of School Size and Type to Admi	inistrative
Costs	40
Qualifications of Administrative Personn	nel 47
Administrative Time	49
Number of Administrative Positions	51
Conclusion	54
V. CONCLUSIONS	55
Summary	55
Structured Sampling Technique	55
Data Required	55
Costs of Locally-Employed Administrat	tive 56
Personnel	56
Costs of Provincially-Appointed Admir	nistrative
Personnel	56
Total Costs of Administration for Cen	rtificated
Personnel	56

.

 $\mathbf{A} = \mathbf{A} \cdot \mathbf{A} \cdot$

The state of the s

· Vision in the second of the

the second of the second of the second

HAPTER	PAGE	E
Unit Costs of Administration	57	
Relation of Unit Costs to Ability and Need .	57	
Salary Schedules as a Cost Factor	. 57	
School Size and Type as a Cost Factor	57	
Administrators' Qualifications as a Cost Fact	tor 58	
Administrative Time as a Cost Factor	58	
Number of Administrators as a Cost Factor .	58	
Conclusions and Observations	58	
Suggestions for Further Research	63	
BIBLIOGRAPHY	65	
APPENDIX A Equalized Assessment of School Division	ns	
and Counties in Ascending Order .	66	
APPENDIX B Number of Pupils in School Divisions		
and Counties in Ascending Order .	68	
APPENDIX C Compilation of Assessment and Number of	of	
Pupils of School Divisions and Cour	ties 70	
APPENDIX D Analysis Sheet for Certificated		
Administrative Personnel	72	
APPENDIX E Analysis Sheet for Pro-Rating	74	
APPENDIX F Analysis Sheet of Decile	75	
APPENDIX G Analysis Sheet - Superintendent's Sala	ry	
and Expenses	87	
APPENDIX H Analysis Sheet	97	
APPENDIX I Cost of Administration per School		
According to Size and Classification	on 107	

in the second of The Control of the Co te distributed by the state of - • 0 which to end to the profit of the contract of ord ivi doner i dansto e co començão 1 013 - 410 m • Cá Drán (a. 1860) (B. 1880)

在一直建一个一个大大的

CHAPTER			PAGE
	APPENDIX J	Qualifications of Administrative Staff	
		According to Size and Type of School	110
	APPENDIX K	Administration Time In Periods Per Week	113

2010 - 100 -

The second state of the se

LIST OF TABLES

TABLE		PAGE
I.	Selected School Authorities	9
II.	Number of Schools, Distribution and Total of	
	Administrative Personnel Employed in the	
	Selected School Division or Counties	16
III.	Costs of Locally-Employed Administrative Personnel.	23
IV.	Costs Attributable to Provincially-Appointed	
	Superintendents of Schools	26
v.	Total Administrative Costs of Certificated Personnel	29
VI.	Certificated Personnel Costs per Pupil	31
VII.	Relation of Ability to Pay and Cost per Pupil	34
VIII.	Synopsis of 1962-63 Salary Schedules	38-39
IX.	Distribution of Schools According to Size	42
х.	Average Administrative Costs According to Size	
	Classification and Type of School	44
XI.	Distribution of Locally-Employed Administrative	
	Personnel According to Years of University	
	Education	48
XII.	Number of Administrative Positions and	
	Administrators Employed	52
XIII.	Comparison of Rank Order of Costs to Rank Order of	
	Percentage of Extra Administrative Personnel	53

CHAPTER I

INTRODUCTION

I. THE PROBLEM

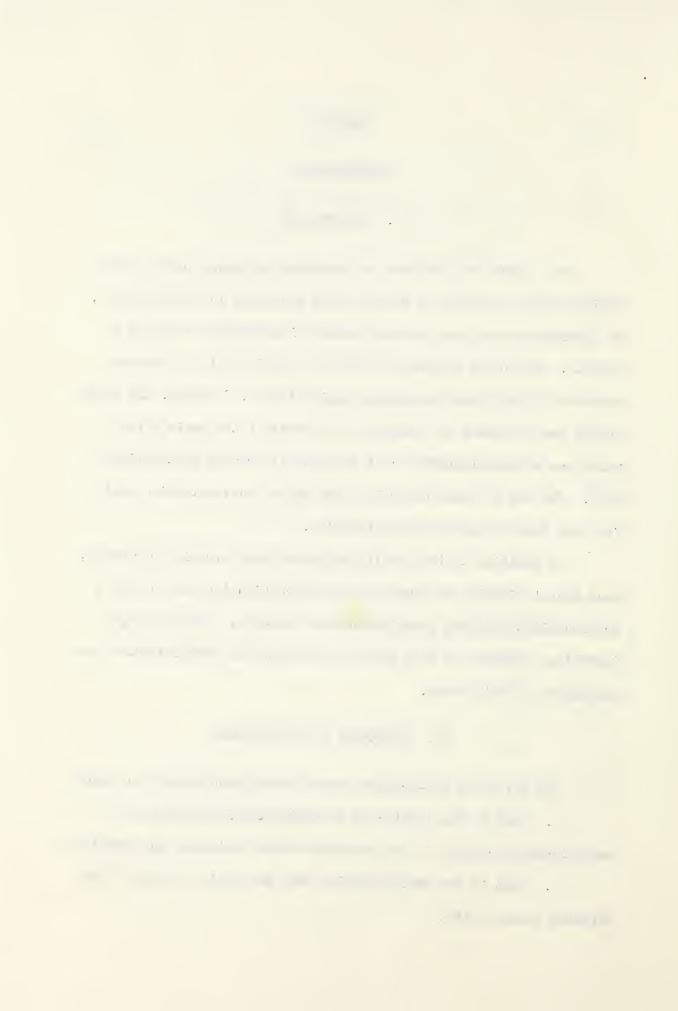
This study was designed to determine the total costs of the administrative services of certificated personnel in the employ of, or associated with, ten selected school divisions and counties in Alberta. The costs included the actual administrative allowance received by each locally-employed administrator. Further, the basic salary was pro-rated to determine the amount of the basic salary which was an administrative cost as distinct from an instructional cost. The sum of these determined the actual administrative cost for each locally employed administrator.

In addition to the locally employed administrative personnel, each school division or county was provided with the services of a provincially-appointed superintendent of schools. The salary and travelling expenses of this person constituted an administrative cost considered in this study.

II. STATEMENT OF SUB-PROBLEMS

The following sub-problems were investigated during the study:

- 1. What is the total cost of administrative services of certificated personnel in the selected school divisions and counties?
- 2. What is the administrative cost per pupil in each of the selected school units?



- 3. What are the apparent cost trends in relation to size and ability to pay?
- 4. How are the administrative costs of certificated personnel shared by the school division or county and the province?
 - 5. What factors affected administrative costs?

III. NEED FOR THE STUDY

No other study on this aspect of school finance exists in Alberta. This is a descriptive, rather than a comparative or analytical, study of the costs of certificated administrative personnel.

Administration is a recognized item of support under Alberta Department of Education regulations. A specified level of support to the local school authority is guaranteed by the province. Financial statements used by school divisions recognize administration as an expenditure, including the following items:

Secretary-Treasurer
Assistants
Auditors
Attendance Officers
Elections and Annual Meetings
Trustees' Expenses
Local Trustees and Secretaries
Office Rent, Fuel, Phone, Etc.
Office Supplies, Postage, Stationery
Other Administration²

Department of Education, "School Foundation Program Regulations", Edmonton, Alberta; January 1962, Part E, (mineographed).

Department of Education, "Auditor's Financial Statement, Form EG-23-1800", Edmonton, Alberta, p. 4.

to and the second secon 1

However, the administrative cost arising from the employed certificated administrators is a charge to "Instruction" under the heading, Teachers' Salaries. Similarly, the item, Supervisors' Salaries and Expenses, is charged to "Instruction."

An examination of school division financial statements reveals that an administrative cost arising from certificated administrative personnel is presently not classified as such. Stated another way, the auditor's financial statement does not truly report the costs of administration. In addition, the salary and travelling expenses of the provincially appointed superintendent of schools, properly an administrative cost in the rural school division or county, is being borne by the Province of Alberta.

A further need for the study becomes evident from provincial legislation. Certificated administrators may be divided into two categories, those whose services are mandatory and those whose services are permissive under The School Act. The services of principals and vice-principals are mandatory. When two or more teachers are employed to teach in the same school, one must be appointed principal. When eight or more teachers are employed to teach in the same school, a second teacher must be designated as vice-principal.

³ Ibid.

⁴R.S.A., 1955, Chapter 297.

^{5&}lt;u>Ibid.</u>, Section 370.

The state of the s

The services of the provincially-appointed superintendent of schools are also mandatory. The superintendent's responsibilities are defined by The School Act. The costs of his service, although borne by the Alberta Department of Education, nevertheless represent a local service, the cost of which is borne by the central government. Therefore, the cost of the school superintendent's service must be included as a cost of administering the local school system.

Permissive legislation exists for school authorities to employ a teacher in an administrative or supervisory position. School divisions and counties have employed such teachers and have designated them as assistant superintendents, subject co-ordinators or supervisors, area supervisors, or heads of departments. The administrative duties of such personnel may be limited to one school or they may apply to all of the schools within a system. A teacher who serves a school as a full or part-time librarian has been classified within this category for the purpose of this study.

The statistics of the Department of Education indicate that this aspect of administrative cost should be accurately ascertained. During the period of ten school years, 1952-53 to 1961-62, the percentage of school districts in which schools operated decreased from 44.56 per cent in the school year 1952-53 to 17.49 per cent in 1961-62. The number of schools decreased from 2,036 to 1,416. However, for the same period of

⁶ Ibid., Section 198.

⁷<u>Ibid.</u>, Section 186(b), 190(2)(c), 199, 334, 404(2).

⁸Ibid., Section 200.

-1 100 11 -1 -1

time, the number of classrooms in operation increased from 6,552 to 11,285. Enrolments increased from 189,081 to 312,689, and the number of teachers employed increased from 6,938 to 13,342. 10

Two conclusions are drawn from these statistics. First, an increasing number of pupils are attending multi-roomed schools, and second, more teachers are teaching within multi-roomed schools - schools in which certificated administrative personnel must be employed.

Further statistics from the Department of Education indicate that school authorities are using their permissive right to employ teachers in an administrative or supervisory role. A study of the Annual Reports of the Department of Education reveals the following:

- 1. During 1958, twelve teachers were employed in this capacity. 11
- 2. In 1959, three additional teachers were similarly employed. 12
- 3. The number increased to twenty-one in 1960. 13

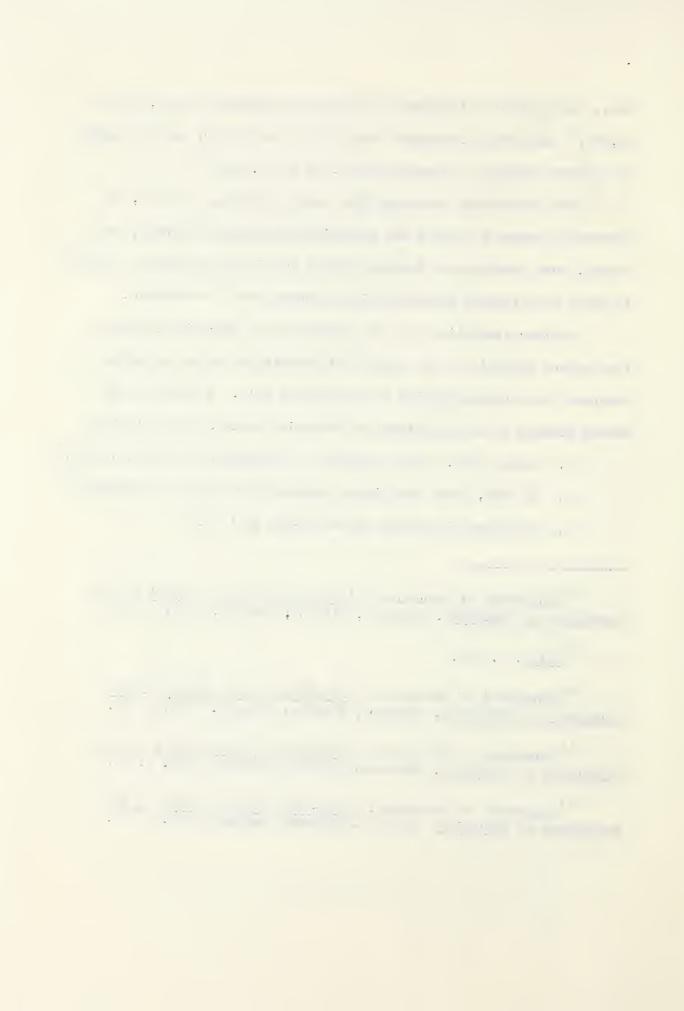
Department of Education, Fifty-Seventh Annual Report of the Department of Education, Edmonton, Alberta; January, 1963, p. 194.

¹⁰Ibid., p. 213.

Department of Education, Fifty-Third Annual Report of the Department of Education, Edmonton, Alberta; January, 1959, p. 28.

Department of Education, Fifty-Fourth Annual Report of the Department of Education, Edmonton, Alberta; January, 1960, p. 26.

Department of Education, Fifty-Fifth Annual Report of the Department of Education, Edmonton, Alberta; January, 1961, p. 26.



- 4. The number of teachers employed as supervisors was thirty-one in 1961. 14
 - 5. Thirty-seven such teachers were employed in 1962. 15
 These numbers do not include full or part-time librarians.

To summarize, legislation demands that administrative personnel be employed. More school authorities are using their prerogative to appoint additional administrative personnel. There is a need to know what the true administrative costs are so that they can be compared, analyzed and assessed. This study determines the cost of certificated administrative personnel, one factor of the total administrative costs within the selected school divisions and counties.

IV. DELIMITATION OF STUDY

- 1. This study was delimited to the costs of certificated administrative personnel in ten selected school divisions and counties in Alberta.
- 2. Ten school divisions and counties were selected by a structured sampling technique based upon assessment and number of pupils. The structured sampling technique is explained below. From the sample selected, generalizations are made with reference to all school authorities in that range of ability or need.

¹⁴ Department of Education, Fifty-Sixth Annual Report of the Department of Education, Edmonton, Alberta; January, 1962, p. 23.

Department of Education, Fifty-Seventh Annual Report of the Department of Education, Edmonton, Alberta; January, 1963, p. 18.

. The second sec

3. The study was made for the fiscal year 1962.

V. SELECTION OF SCHOOL DIVISIONS AND COUNTIES

The structured sampling technique used to select the ten school divisions and counties was based upon two criteria, ability to pay and need. These two criteria correspond respectively to equalized assessment and number of pupils.

A sampling procedure was used in preference to a study of all the school divisions and counties in Alberta. The study of school authorities, carefully selected as to increasing need and ability to pay, is as representative of the Alberta scene as any study of all rural Alberta school divisions and counties can be. There is no correspondence between the number of pupils within rural school units, and the school units' ability to pay. The hypothesis was made that, when these two factors were controlled through careful selection, a more accurate finding would result because need and ability are more closely related.

The 1962 equalized assessments for the fifty-nine school divisions and counties were obtained from the Department of Education.

These were ranked in ascending order of assessment and divided into deciles. The tenth decile contained five school divisions or counties.

The rank order and deciles are presented in Appendix A, page 66.

Enrolments were obtained from the statistics of the Department of Education. These enrolments were arranged in ascending order and

¹⁶ Ibid., p. 113.

and the state of t

- - - (

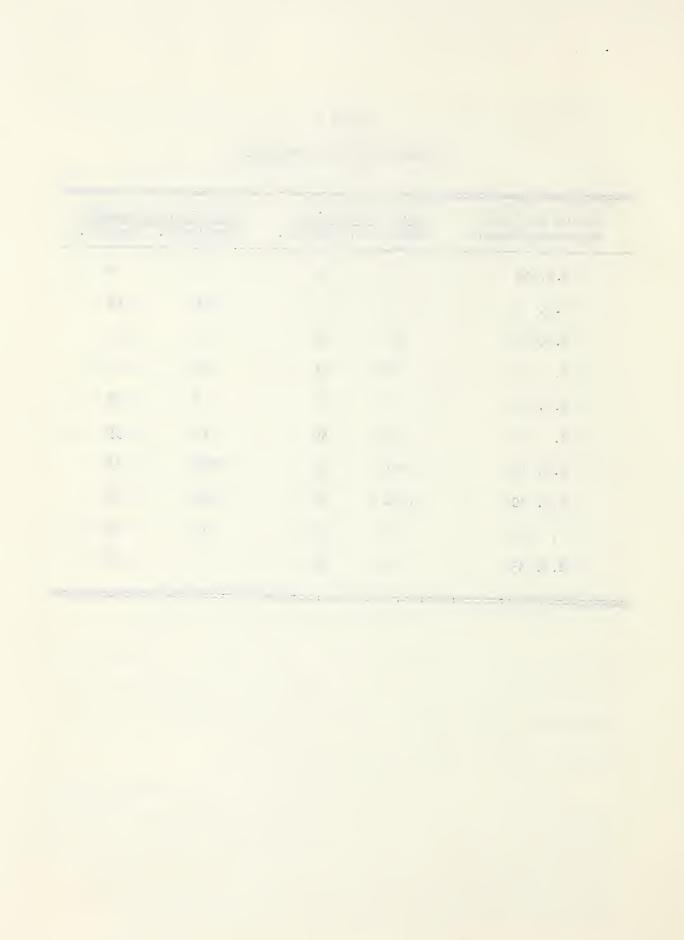
divided into deciles. The complete data are presented in Appendix B, page 68. The combination of Appendices A and B is included in Appendix C, page 70. In each case the ascending order of decile, the number indicates an increasing need or an increasing ability to pay.

When only one school authority fell in the same decile on both criteria, it was chosen as being representative of the school authorities in that range of ability and need. On this basis, representative school authorities from the fourth, fifth, eighth and ninth deciles were chosen. The first, sixth and tenth deciles included more than one school authority which could have been chosen. To determine the representatives of these deciles, the school authority with the largest number of pupils was chosen with the exception of the tenth decile. In this case, the school authority with the largest number of pupils is more suburban than rural. In the second, third, and seventh deciles, no school authorities fell in the categories indicated by both criteria. In these cases the primary criterion for selection was the number of pupils because the need of administrative personnel is more closely related to number of pupils than it is to assessment. All school units included in these three deciles were compared to the next deciles in assessment. Those with the closest rank number were chosen as representative of the second, third and seventh deciles.

Table I shows the school divisions and counties selected through the structured sampling technique. The decile number for the criterion, the number of pupils, is in regular counting order. Similarly, the rank number increases for each representative school authority. Stated another way, the number of pupils became the basic criterion in

TABLE I
SELECTED SCHOOL AUTHORITIES

School Division or County Number	Number of Decile No	Pupils O. Rank No.	Equalized Decile No.	
S.D. 54	I	6	I	4
S.D. 4	II	10	III	18
S.D. 29	III	13	V	27
c. 7	IV	21	IA	21
S.D. 21	V	27	ν,	29
C. 9	VI	36	VI	35
S.D. 19	VII	37	VIII	43
S.D. 20	VIII	45	VIII	45
C. 17	IX	54	IX	54
S.D. 35	Х	58	Х	57



under equalized assessment, when compared to the equivalent figures under number of pupils, shows the deviations made in selection. The rank number of equalized assessment increases for each school authority selected with the exception of the representatives for deciles three and four. Through the structured sampling technique such representative school divisions and counties were chosen that when need increased, assessment increased. The exceptions, the representatives for deciles three and four, have already been noted.

In future references to a decile within this study, the decile number referred to is that arising from the criterion, the number of pupils. Further, the school authority representative of a particular decile will be referred to by the decile number.

VI. DEFINITION OF TERMS

- 1. A school division is defined as a school authority organized and governed in accordance with <u>The School Act.</u>¹⁷ The governing body, the board of trustees, is autonomous and controls education in the area. The board of trustees constitutes a single purpose government.
- 2. A county is defined as a school authority formed and established in accordance with The County Act. 18 The governing body, the

¹⁷R.S.A., 1955, Chapter 297.

¹⁸R.S.A., 1955, Chapter 64.

...

county council, controls not only education, but also municipal affairs.

The county council is a multi-purpose government.

- 3. A certificated person is a teacher as defined by $\underline{\text{The School}}$ Act. 19
- 4. A principal or vice-principal is a certificated administrator as appointed in accordance with The School Act.²⁰
- 5. A superintendent of schools is a certificated administrator appointed by the Minister of Education. ²¹
- 6. A supervisor is a certificated administrative person appointed in accordance with The School Act.²² He may discharge his supervisory responsibility within a particular school, or within the schools of a system. For the purpose of this study a full or part-time librarian is classified as a supervisor.
- 7. Basic salary is defined as the salary entitlement of an administrator as if he were a teacher in accordance with the salary agreement of that particular school division or county.
- 8. Administrative allowance is defined as entitlement for administrative services in accordance with the salary agreement in effect.

¹⁹ The School Act, op. cit., section 2(bb).

²⁰ Ibid., Section 370.

²¹ Ibid., Section 2(aa).

^{22 &}lt;u>Ibid.</u>, Section 371(a).

of the Could be a side

CHAPTER II

COLLECTION AND TREATMENT OF DATA

I. DATA REQUIRED

To ensure accuracy the data were collected from primary sources.

Each school authority was visited and the certificated administrative personnel were identified by examining the payroll for the school years, 1961-62 and 1962-63. This was necessary because:

- 1. Two or more administrators may have been employed for one administrative position during the fiscal year of 1962, and,
- 2. Basic salary and administrative allowance may have changed for each of the school terms; that is, for the period of January 1 to August 31, and the period of September 1 to December 31, 1962.*

The following data were collected on each person identified:

- 1. The administrative allowance paid to each administrator for each school term.
- 2. The basic salary paid to each administrator for each school term.
- 3. The amount of travelling and other administrative allowances paid to each person.

^{*}The School Act, Section 377(2) defines the school terms as the period from January 1 to June 30 and from July 1 to December 31. Since changes in salary schedules are effective on September 1, the school terms are defined as above, for the purpose of this study.

- 4. The number of credits taught during each school term. This information was obtained from the Form A cards for the school years 1961-62 and 1962-63. In some cases, particularly for principals and vice-principals of elementary schools, the time spent on instruction could not be determined from the Form A cards. In these cases, the superintendent or secretary-treasurer was asked to determine the amount of teaching duties of each administrator. This information was required to pro-rate the basic salary. 2
- 5. Personal data including age, years of professional training, years of experience, and length of time employed in the particular administrative capacity.
- 6. The number of pupils attending and the number of teachers employed at each school. This information was taken from the 1962-63 Form A cards.

The analysis sheet used to gather the data on employed administrative personnel is included as Appendix D, page 72.

The data on the provincially-appointed superintendent of schools were obtained from the Department of Education. Permission was obtained from the Chief Superintendent of Schools to examine the diaries and expense accounts submitted by each of the ten superintendents. The diaries submitted indicated the total number of days worked, the schools

Department of Education, "Form A, 1961-62 and 1962-63," Edmonton, Alberta.

²Infra., p. 17.

. .

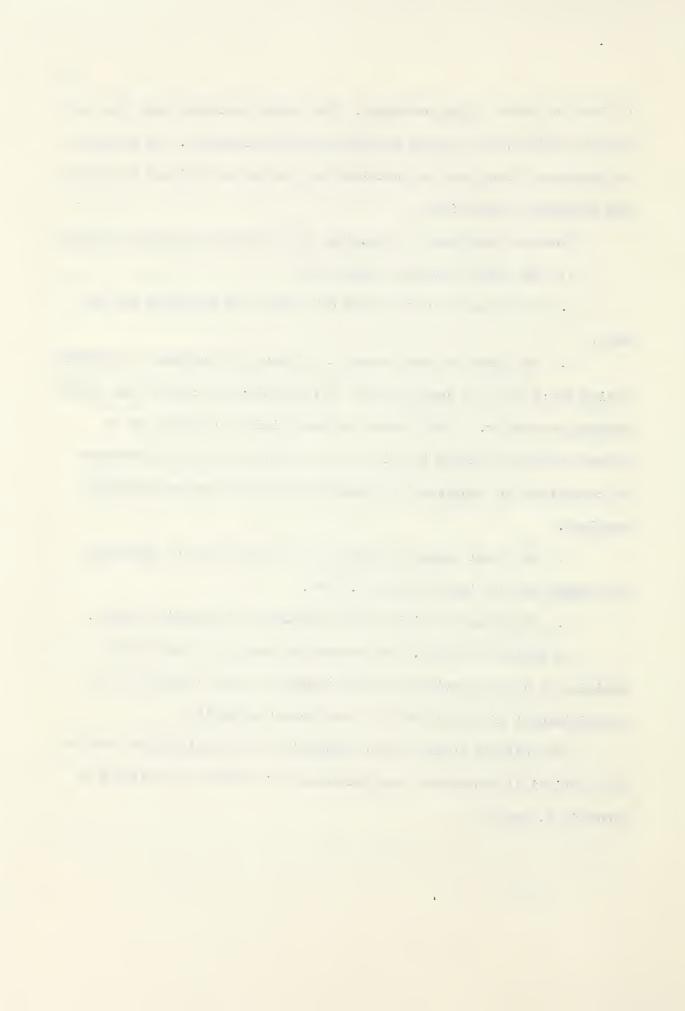
visited and other duties performed. The expense accounts also list the schools visited, the mileage and other expenses incurred. As a result, the amount of time spent in administering the school division or county was accurately ascertained.

From the Department of Education the following data were obtained:

- 1. The salary received during 1962.
- 2. The number of days worked each month and the total for the year.
- 3. The number of days worked to discharge Department of Education duties which were not considered as an administrative cost to the school division or county. These duties included visits to schools or to school boards not within the division or county as well as attendance at conventions or Department of Education meetings such as curriculum meetings.
- 4. The total expenses charged to the Department of Education each month and for the fiscal year, 1962.
 - 5. The expenses arising from Department of Education duties.

In addition to this, the secretary-treasurer of the school division or county provided the administrative costs charged by the superintendent of schools to the local school authority.

The analysis sheets used to determine the administrative cost of the provincially-appointed superintendents of schools are included as Appendix E, page 75.



II. TREATMENT OF DATA ON LOCALLY EMPLOYED ADMINISTRATIVE PERSONNEL

Each school within each authority was identified by a letter of the alphabet. Each administrator employed by the particular school division or county was assigned the identifying school letter as well as consecutive numerals. Thus if school "A" of a division employed three people in an administrative capacity during 1962, these three administrators were identified as "Al", "A2" and "A3". If one administrator was employed for school "B", this person was identified as "B4".

The number of administrative personnel employed by the school authorities, as well as the number of schools, is shown in Table II.

A total of seventy-three schools were studied. Eighty-three persons were identified as principals, sixty-five as vice-principals, twenty as supervisors within a school, and five as supervisors within their respective school systems. Four school authorities chose to appoint additional supervisory or administrative personnel. Of these, two appointed supervisors within the school as well as within the system.

Administrative Allowance

As was indicated earlier two administrators may have been employed for one position during the year 1962; moreover, the administrative allowance payable under the terms of the collective salary agreement was found to vary from the June to the September term in some schools.

In either case the administrative allowance was determined on the following basis:

The state of the s

Defined in the west men

TABLE II

NUMBER OF SCHOOLS, DISTRIBUTION AND TOTAL OF ADMINISTRATIVE PERSONNEL EMPLOYED IN THE SELECTED SCHOOL DIVISIONS OR COUNTIES

Decile	No. of Schools	No. of Principals	No. of Vice Principals	No. of Supervisors in Schools	No. of Supervisors in System	Total No. of Administ- rative Personnel
н	ι . .	72	4	0	0	0,
П	10	14	4	0	0	18
III	~	~	5	0	0	ω
ΙΛ	4	4	5	0	0	6
Λ	7	Ø	7	0	0	15
IV	9		9	9	1	20
VII	Ø	*6	6	0	*	19
VIII	12	13	10	2	1	26
XI	6	10	Θ	0	0	18
×	6	10	7	12	ч	30
TOTALS	73	83	65	20	5	172

* One principal also had general administrative duties within the division.

,是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是一个人,也是

- 1. For the June term, two-thirds of the year's administrative allowance was charged as an administrative cost.
- 2. For the December term, one-third of the year's administrative allowance was charged.

Pro-Rating Basic Salary

The data gathered showed that a different basic salary was paid in the June and December terms. The administrator may also have taught a different number of class periods in each of the two terms.

High school regulations for Alberta indicate that the normal high school week consists of forty instructional periods, each of forty minutes duration. Each instructional period is equated to one high school credit. The following basic assumption was made: that the time for administrative duties could be determined by subtracting the number of credits the administrator taught from forty.

To pro-rate the basic salaries, the following formulae were used:

- 1. For the June term, $\frac{2B}{3}(40 P.I.)$, meaning two-thirds times the basic salary, times (forty minus the periods of instruction) divided by forty.
- 2. For the December term, $\frac{B}{3}(40 P.I.)$, meaning one-third times the basic salary times (forty minus periods of instruction) divided by forty. The sum of the two products obtained was the administrative

³Department of Education, "High School Handbook," Edmonton, Alberta, 1962.

or an experience of the second secon • t (e).

portion of the salary as distinct from the instructional portion.

In some instances the time-table of the school indicated that the week had been divided into forty-five instructional periods. When this occurred the formulae were adjusted.

A similar procedure was used for the administrative personnel employed in elementary and junior high schools. The amount of administrative time for each administrator was obtained from the superintendent of schools.

Extra Administrative Allowances

Some of the school authorities paid a mileage allowance to principals for attendance at Principals' Association meetings. The practice varied. In some instances the money was paid to the person concerned, in others a lump sum was paid directly to the association. In the first instance this was a direct charge to the person's administrative cost. In the second, the extra administrative allowances were included in the division's or county's total administrative costs.

Total Administrative Costs

The total administrative cost for the person, for the school, and for the school authority is the sum of the above items.

The analysis sheets used to determine the total administrative cost per school, and for the school division or county, are included as Appendix F, page 75.

. 1 2 the second secon

III. TREATMENT OF DATA ON THE PROVINCIALLY-EMPLOYED SUPERINTENDENT OF SCHOOLS

The salary of the provincially-appointed superintendents of schools was also pro-rated. The formula, (number of days on Department of Education duties) divided by (total number of days worked) times the salary for 1962, was used to determine that portion of the salary which was not an administrative cost to the school division or county. This amount was then subtracted from the salary for 1962. The remainder was considered as an administrative cost to the division or county.

The diaries submitted by the superintendents of schools to the Department of Education were carefully checked to determine the days on which the superintendent was performing duties not chargeable as an administrative cost to the school division or county. The expenses arising from these visits were deducted from the total expense account. The remainder was considered an administrative cost to the school division or county.

The amount of administrative expenses charged by a superintendent of schools to the division or county was obtained from the school authority's records.

The sum of the above items yielded the total administrative cost of each superintendent of schools. The compiled analysis sheets for each superintendent are included as Appendix G, page 87.

IV. TREATMENT OF DATA

After the initial compilation to determine the total costs of locally and provincially-employed administrative personnel, further analyses were performed.

Since the purpose of the study was to determine the actual administrative cost, tables were constructed to show:

- 1. The total costs of locally-employed administrative personnel.
- 2. The total costs of provincially-appointed administrative personnel.
 - 3. The total costs of administration.
 - 4. The administrative cost per pupil for each school authority.
- 5. The relationship between numbers of pupils, ability to pay, and cost per pupil.

These tables are included and discussed in Chapter III.

Certain variations in costs per pupil were very noticeable.

The cost in the area having the highest per-pupil cost was double that of the areas having the lowest per-pupil costs. Factors such as size of school, type of school, number of administrative employees, administrative time and qualifications of the administrative staff were readily available from the data. These factors were analyzed and the summaries of the analyses are presented and discussed in tabular form in Chapter IV. Summary sheets are included in the appendices.

, 1 = 30 to 10 mm

The state of the s

3

. i li li li e

4 L ____

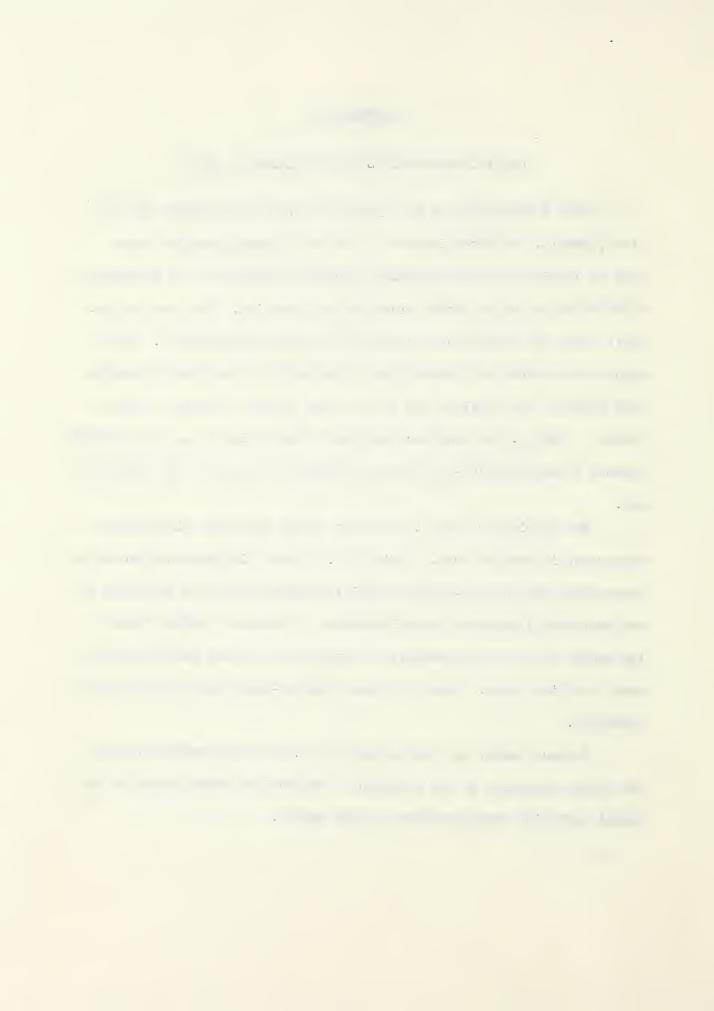
CHAPTER III

CERTIFICATED ADMINISTRATIVE PERSONNEL COSTS

This chapter reports the findings on the major problem of the study, namely, the determination of the actual administrative costs paid to certificated administrative personnel employed by or associated with the ten selected school divisions and counties. The unit or perpupil costs are determined for each of the school authorities. This chapter also shows the percentages of the total of such administrative cost borne by the province and by the local school authority, respectively. Finally, the data were analyzed to determine if any relationship existed between the per-pupil cost and either the need or the ability to pay.

The findings related to problems stated above are discussed and summarized in tabular form. Tables III, IV and V indicate the amount of expenditure for locally-employed administrators as well as the costs of the provincially-employed superintendents of schools. Table VI shows the amount of local and provincial expenditures and the percentage that each is of the total. Table VII shows the per-pupil cost in each school authority.

In each table, the decile number is the number arrived at using the number of pupils as the criterion. The decile number refers to the school authority representative of that decile.



I. THE COSTS OF LOCALLY-EMPLOYED ADMINISTRATIVE PERSONNEL

Table III summarizes the costs of locally-employed administrative personnel in the ten school divisions and counties.

The total of the administrative costs ranged from a low of \$15,355.62 in decile two to a high of \$86,398.42 for decile ten. The cost for principals ranged from a low of \$11,789.01 for decile one to \$40,279.92 for decile ten. The costs for vice-principals ranged from \$3,472.92 to \$25,279.60 for deciles two and nine respectively. The cost of supervisors in the four school authorities who chose to appoint such administrative personnel, ranged from \$5,979.27 to \$28,410.30 for deciles eight and ten respectively.

Generally, as the enrolment increased, the costs of principals and the total costs increased. An obvious reason for this was that as enrolment increases the need for administrative services increases and hence the greater total expenditure. However, the increase in expenditure was not consistent with the increase in enrolment. The representative for decile six was a notable exception. Although it was sixth in enrolment, it was ninth in actual expenditure, \$64,923.26.

The highest total expenditure was \$86,398.42. However, the enrolment figures in Appendix B, page 68, show the enrolments as 2,404 for decile six and 4,208 for decile ten. The representatives of deciles two and five had a lower total cost than the representatives of decile one and four respectively. The schools of decile one are more centralized than the schools of decile two. Referring to Table II on page 16 and to the enrolments of Appendix B, page 68, decile one has five schools with a

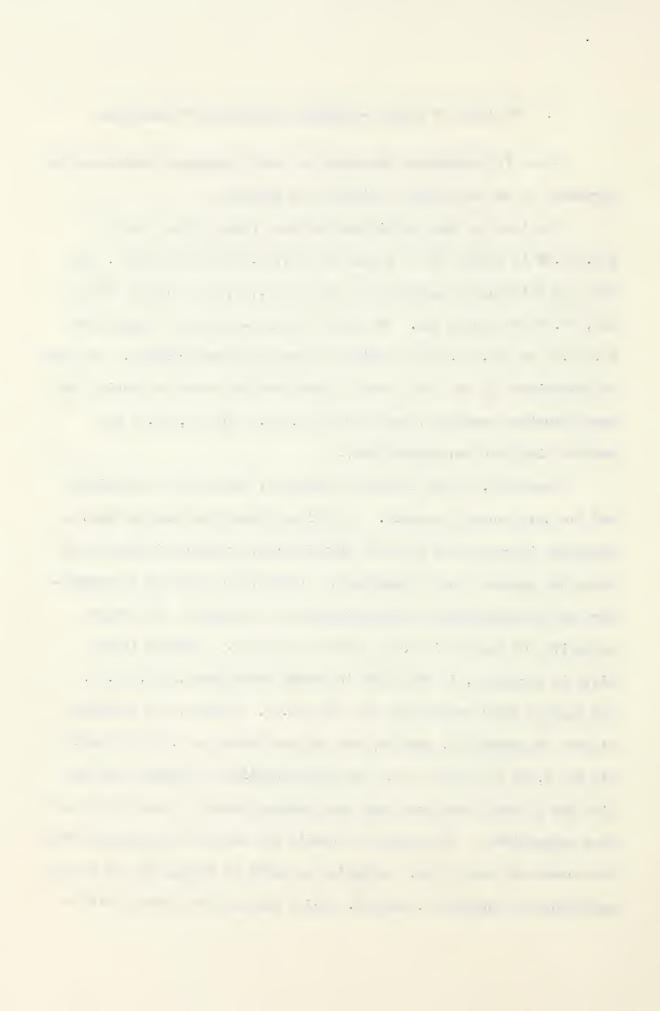


TABLE III

COSTS OF LOCALLY-EMPLOYED ADMINISTRATIVE PERSONNEL

Decile	Costs of Principals	Costs of Vice-Principals	Costs of Supervisors	Total
Н	\$11,789.01	\$ 4,025.72	€9:	\$ 15,994.73
II	11,823.70	3,472.92		15,355.62*
III	17,213.33	5,399.16		22,612.49
IV	22,532.12	11,682.70		34,414.82*
Λ	19,592.04	10,505.84		30,217.88
VI	26,277.50	24,997.96	13,647.80	64,923.26
VII	28,597.16	12,561.58	6,541.58	47,700.32
VIII	31,022.48	13,322.17	5,979.27	50,323.92
IX	36,370.07	25,279.60		61,649.67
×	40,279.92	17,708.20	28,410.30	86,398.42
TOTAL	\$ 245,497.33	\$ 129,135.85	\$ 54,578.95	\$ 429,591.13

*
Note: These totals are not the sum of the first two totals but include a travelling allowance of \$59.00, \$200.00 and \$120.00 respectively for Deciles II, IV, and V (See p

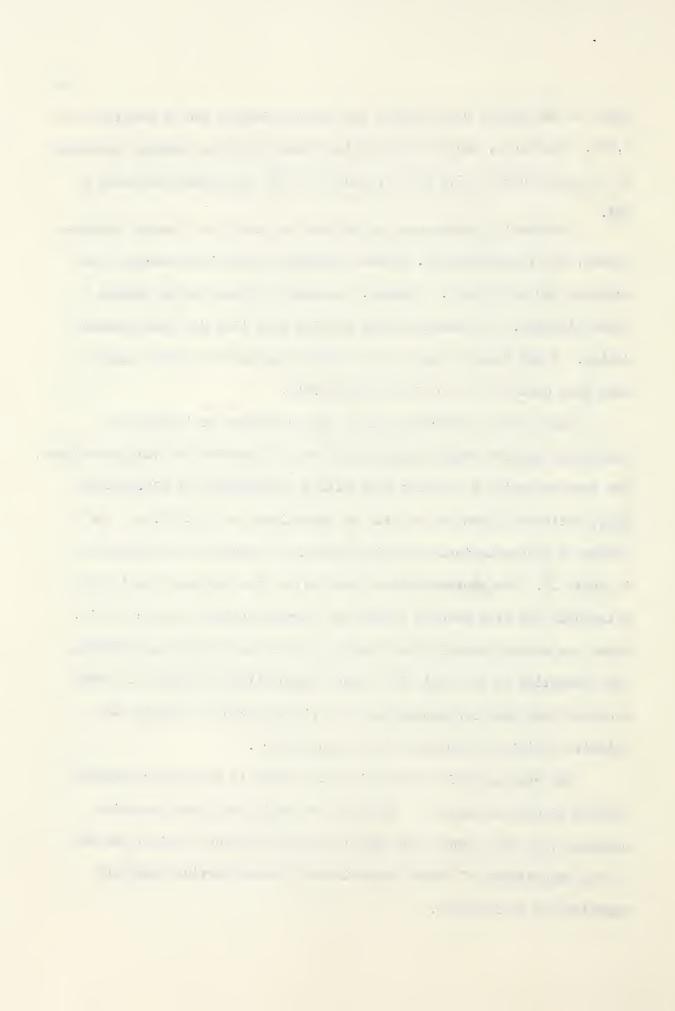
,是是这种的人,也是是一个人,也是一个人的人,也是一个人的人,也是一个人的人的人,也是一个人的人的人,也是一个人的人的人,也是一个人的人的人,也是一个人的人的人 81 20 2.0 * * . , 4 •

total of 882 pupils while decile two has ten schools and an enrolment of 1,190. Similarly, decile four has four schools with an average enrolment of 437 while decile five has five schools with an average enrolment of 293.

As schools become more centralized the need for a second administrator, the vice-principal, becomes mandatory when eight teachers are employed for one school. Further, as schools become larger through centralization, the administrators receive more time for administrative duties. These factors explain why deciles one and four had a higher cost than deciles two and five respectively.

Very little uniformity exists with reference to increasing enrolments and the actual expenditures for the services of vice-principals. The representative for decile nine with an expenditure of \$25,279.60 is high, followed by decile six with an expenditure of \$24,997.96. The number of vice-principals was eight and six respectively as reported in Table II. The representative from decile nine employed eight vice-principals for five schools as did the representative from decile six. Since the school authority for decile nine did not employ supervisors, (the exception in the last five school authorities selected), it seems probable that the high expenditure for vice-principals explains the relative position (eighth) in total expenditure.

The representative for decile nine chose to place extra administrators within the school. The need for additional administrative personnel, as the schools and school system increased in size, was met by the appointment of three vice-principals whose services were not mandatory by legislation.



Decile six chose to appoint three vice-principals in addition to the legal requirement as well as a supervisor for the system. These factors explain this school representative's position in total expenditure.

II. COSTS ATTRIBUTABLE TO PROVINCIALLY-APPOINTED SUPERINTENDENTS OF SCHOOLS

Table IV shows the costs attributable to the services of the provincially-appointed superintendent of schools who was associated with each of the selected school authorities. The salary and expenses of the superintendent were pro-rated to show the costs which were properly chargeable as services in the school division or county.

Table IV is a consolidation of the information in Appendix G, page 87.

Since the major purpose of this study was to determine the actual costs of certificated administrative personnel, pro-rating of salary and expenses was necessary. The total salary of the superintendents of schools ranged from \$8,540 to \$10,140 and was dependent upon the years of experience and on the number of teachers supervised. The portion of the salary that was considered a charge to administration within the school authority ranged from \$6,819.49 to \$9,079.81. The school superintendents for deciles one and eight were not on maximum salary. The school superintendent of decile three had much of his

¹Superintendents of schools are classified for salary purposes into two categories, those who supervise under ninety-five teachers and those who supervise ninety-five or more teachers.

TABLE IV

COSTS AUTRIBUTABLE TO PROVINCIALLY - APPOINTED SUPERINTENDENTS OF SCHOOLS

Decile	Pro-rated Salary	Pro-rated Expenses	Administrative charges to Division or County	Total
Н	\$ 6,819.49	\$ 1,554.31	\$ 75.00	\$ 8,448.80
II	8,169.91	1,029.82	220.96	9,420.69
III	7,067.17	237.94	108.00	7,413.11
IΛ	8,280.99	439.34	112,40	8,832.73
Λ	8,381.64	698.04	199.44	9,279.12
IV	9,079.81	910.45	1,183.98	11,174.24
VII	7,777.96	799.82	265.00	8,842.78
VIII	8,828.25	1,071.90	39.74	6,939.89
X	8,720.40	1,082.50	184.98	9,987.88
×	7,922.51	869.41	295.66	9,087.58
TOTAL	\$ 81,048.13	\$ 8,693.53	\$ 2,685.16	\$ 92,426.82

4 . 2 , a

administrative duties in schools not included within the school division. Other variations depended upon the amount of administration performed for the Department of Education, such as inspecting city schools, attending curriculum meetings, or making school surveys.

Expenses paid by the Department of Education for administrative services within the school division or county varied from \$237.94 to \$1,554.31 in deciles three and one respectively. Two of three schools operated by decile three are within the town in which the superintendent resides. This explains the small expense chargeable to administration.

The superintendent associated with the school authority representative of decile one did not reside within the school division. As a result he had to travel a considerable distance to visit any of the schools in the school division. This explains the fact that expenses paid by the province represent the highest portion of the cost of local administration.

The administrative charges to a school division or county ranged from a low of \$39.74 in decile eight to a high of \$1,183.98 in decile six. These are the two notable deviations from the average. The costs of employing and interviewing teachers, investigations within the area, and other administrative duties directed by the school board or county council are usually charged directly to the school authority. However, practice was not specified. It was possible that the superintendent of decile six was directed by the county council to do such administrative detail. On the other hand, the superintendent of decile eight may have charged the majority of the expenses for this service directly to the

g in the second second

and the second of the second o

III. THE TOTAL ADMINISTRATIVE COSTS OF CERTIFICATED PERSONNEL

The combined costs, as well as the percentage of total costs borne by the local authority and the provincial government, are shown in Table V.

enrolment of the school authority increases. This trend was noted in the costs of administration of locally-employed administrators. The relative positions of the school authorities' expenditures do not change from Table III on page 23 to Table V with the exception of the school authorities representing deciles one and two. Again the representative school authority of decile six was the notable exception. Its total expenditure was the second highest for all of the school authorities studied. The school authority for decile five had a power total expenditure than that of decile four.

The percentage of local costs increased from a low of 62.9 per cent of the total for decile two to a high of 90.8 per cent for decile nine with a corresponding decrease in the percentage of provincial cost. Generally, the trend was that as enrolment increased the percentage that local costs are of total costs also increased. The trend, however, was not consistent.

²Supra., p. 23.

the state of the s

the first device the second of

	ent (3) otal Total Cost	34.3 \$ 24,443.53	37.1 24,776.31	24.3 30,025.60	20.1 43,247.55	23.0 39,497.00	13.1 76,097.50	15.2 56,543.10	16.4 60,263.81	13.7 71,637.55	9.2 95,486.03	17.2 \$ 522,017.98
Provincial	(2) Percent Expenditure of Total	\$ 8,373.80	9,199.73	7,305.11 24	8,720.33 20	9,079.68	9,990.26	8,577.78	9,900.15	9,802.90	8,791.92	\$ 89,741.66
	Percent of Total	65.7	65.9	75.7	79.8	0.77	6.98	84.8	83.5	86.3	8.06	82.8
Local	(1) Expenditure	\$ 16,069.73	15,576.58	22,720.49	34,527.22	30,417.32	66,107.24	47,965.32	50,363.66	61,834.65	86,694.11	\$ 432,276.32
	Decile	н	II	III	IV	Λ	VI	VII	VIII	IX	X	TOTALS

The figures quoted in column (1) include the total paid to locally employed The figures in column (2) do not include the administrative charges to the administrative personnel and the administrative expenses paid to the provincially appointed superintendent of schools. Note: 1.

local area.

14 -? , * •

The representative of decile six had the second highest percentage (86.9) that local costs were of total costs. Decile seven had a higher percentage than decile eight. In this instance, the superintendent was not on maximum salary. The representative from decile five had a lower percentage of total costs than the representative of decile four. The greater degree of centralization in decile four which demanded more administrative services, could account for the change of relative position.

This trend, that as enrolment increases the percentage that local costs are of total costs also increases, was to be expected. The need for more administrative personnel arising from increasing enrolment, and by the school division or county appointing extra administrative personnel to meet the need, accounts for the increased percentage that local costs were of total costs. The provincial expenditure, in terms of dollars, remains relatively constant as enrolment and, consequently, local expenditure increases.

IV. UNIT COSTS OF ADMINISTRATION FOR CERTIFICATED PERSONNEL

A unit cost, the cost per pupil, was determined for both the local and the total administrative cost of certificated administrative personnel. The data are shown in Table VI.

The table shows the number of pupils as well as the local and total expenditure and the local and total costs per pupil. The local costs ranged from \$13.41 in decile two to \$27.62 in decile six. The area with the greatest enrolment, decile ten, had the second highest

TABLE VI CERTIFICATED PERSONNEL COSTS PER PUPIL

		Local Administrative Costs	rative Costs	Total Administrative Costs	ative Costs
Decile	Number of Pupils*	Expendi ture	Cost Per Pupil	Expendi ture	Cost Per Pupil
н	976	\$ 15,994.73	\$ 16.39	\$ 24,443.53	\$ 25.04
II	1,145	15,355.62	13.41	24,776.31	21.64
III	1,325	22,612.49	17.07	30,025.60	22.66
IV	1,742	34,414.82	19,76	43,247.55	24.83
Λ	1,985	30,217.88	15.22	39,497.00	19.90
VI	2,351	64,923.26	27.62	76,097.50	32.37
VII	2,411	47,700.32	19.88	56,543.10	23.45
VIII	2,713	50,323.92	18.55	60,263.81	22.21
X	3,799	61,649.67	16.23	71,637.15	18.86
×	4,206	86,398.42	20.54	95,486.03	22.70
TOTAL	22,653	\$ 429,591.13	\$ 18.96	\$ 522,017.58	\$ 23.04

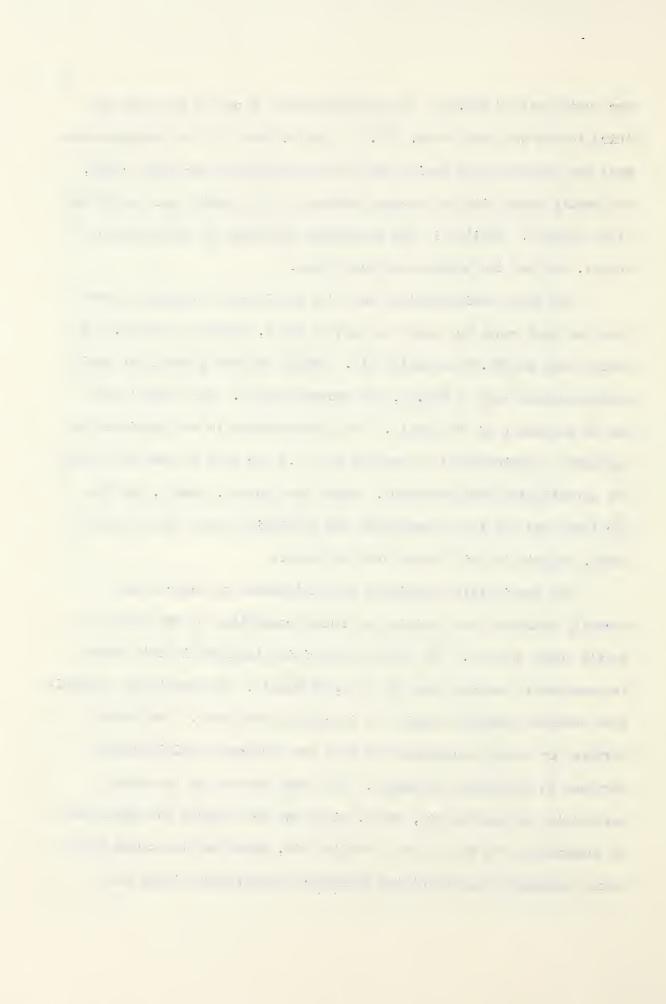
* Number of pupils as reported on Form A Cards. This does not necessarily correspond with the figures quoted in Appendix B, which were used to select the school divisions and counties.

** , h - 4

per pupil cost of \$20.54. The representative of decile nine had the third lowest per pupil cost, \$16.23. Decile four with an average enrolment per school of 435 pupils had the fourth highest per pupil costs, but decile three with an average enrolment of 442 pupils per school was fifth highest. Decile six had an average enrolment of 392 pupils per school, and had the highest per pupil cost.

The total administrative cost for certificated personnel shows that the cost range per pupil was not so great, ranging from \$18.86 in decile nine to \$32.37 in decile six. Decile one had a total per pupil administrative cost of \$25.04, the second highest. This school unit had an enrolment of 976 pupils. Cost attributable to the provincially-appointed superintendent of schools was 34.3 per cent of the total costs for certificated administrators. These two factors, namely, the low enrolment and the large percentage the provincial costs were of total costs, explain the high total cost per pupil.

The provincially-appointed superintendents of schools are normally assigned to a division or county regardless of the number of pupils found therein. The school authorities included in this study had enrolments ranging from 976 to 4,206 pupils. The provincial expenditure remained constant despite an increasing enrolment. The school division or county recognized the need for increased administrative services as enrolments increased. This need was met by the school authorities in deciles six, seven, eight and ten through the appointment of supervisors for the system. Deciles six, eight and ten chose to use their prerogative and appointed additional supervisors within the



schools. Decile nine chose to appoint additional vice-principals within its larger schools. All of these actions tended to increase the local costs. With a relatively constant provincial expenditure coupled with an increasing enrolment and the resultant need for more administrative personnel, the local share must increase while the provincial share decreases.

No direct relationship exists between the unit costs of administration and the need based upon the number of pupils. Since increasing equalized assessment was closely correlated to increasing need as shown in Table I, the conclusion was evident that per pupil expenditure shows no relation to ability to pay. This conclusion is considered further in the next section.

V. RELATION OF ABILITY TO PAY AND COSTS PER PUPIL

Table VII shows the number of pupils, the equalized assessment, assessment per pupil, the local costs, and the total costs per pupil in the selected school authorities.

As was indicated in the previous section, no relation was discernible between increasing ability to pay based upon equalized assessment and the unit cost.

The equalized assessment does not reflect the true ability to pay. A low assessment area with a low enrolment may actually have a greater ability to pay than the higher assessed area with a larger enrolment. To assess the ability to pay, a new measure, assessment per pupil, was introduced. The apparently low assessment areas of deciles two and three ranked second highest and highest respectively.

State of the American State of the American

TABLE VII

RELATION OF ABILITY TO PAY AND COST PER PUPIL

Decile	No. of Pupils	1962 Equalized Assessment	Assessment Per Pupil	Local Costs Per Pupil	Total Costs Per Pupil
H	976 (1)	1,455,005 (1)	\$ 1,650 (1)	\$ 16.39 (4)	\$ 25.04 (9)
II	1,145 (2)	6,606,132 (2)	5,551 (9)	13.41 (1)	21.64 (3)
III	1,325 (3)	8,969,314 (4)	6,744 (10)	17.07 (5)	22.66 (5)
ΛŢ	1,742 (4)	6,850,171 (3)	3,921 (2)	19.76 (7)	24.83 (8)
Δ	1,985 (5)	9,180,991 (5)	4,476 (3)	15.22 (2)	19.90 (2)
IV	2,351 (6)	11,044,828 (6)	4,594 (5)	27.62 (10)	32.37 (10)
VII	2,411 (7)	13,010,626 (7)	5,367 (8)	19.88 (8)	23.45 (7)
VIII	2,713 (8)	13,817,913 (8)	5,039 (7)	18.55 (6)	22.21 (4)
IX	3,799 (9)	17,843,612 (9)	4,693 (6)	16.23 (3)	18.86 (1)
×	4,206 (10)	18,723,382 (10)	4,449 (4)	20.54 (9)	22.70 (6)

Note: Rank numbers appear in brackets.

,这是这种特别,我们还是有的是这种特别,不是一个是是一种特别,我们就是是一种特别的,我们也是是一个人,也可以是一 * 4, 1.1.

The apparent richest area studied, decile ten, ranked fourth in ability to pay.

To facilitate interpreting Table VII, rank numbers are included in brackets in each column. The rank numbers are from lowest to highest for the figures in each column.

When the rank numbers of assessment per pupil are compared to the rank numbers of local and total costs per pupil, it becomes evident that the per unit costs bear no relation to the ability to pay. Thus, decile three, fifth in per pupil cost, is tenth in ability to pay while decile six, tenth in unit cost, is fifth in ability to pay.

VI. SUMMARY

This study shows that no relationship exists between number of pupils, ability to pay, and the unit cost per pupil.

Several possible explanations are presented. The degree of centralization, size of schools and number of administrative staff appeared to have a greater relationship to the total cost and, thus to the per-pupil cost. These factors, together with size and type of school, salary schedule in effect, and qualifications of staff, may affect costs within a school authority. These factors are analyzed in Chapter IV.

COST FACTORS IN ADMINISTRATIVE COSTS OF CERTIFICATED PERSONNEL

The statistics in Chapter III showed that the per pupil costs ranged from a low of \$13.01 to a high of \$27.62 for locally employed administrators. When the costs of the provincially appointed superintendent of schools were included, the unit costs ranged from \$18.86 to \$32.37. It was evident that unit costs were not related to ability to pay or enrolment. Chapter III indicated that certain cost factors influenced the unit costs.

This chapter will analyze some of the cost factors that may be used to explain the variations in the administrative costs per pupil. The following cost factors are considered:

- 1. The salary schedule effective in each area.
- 2. The size and type of school and the relationship to local cost per pupil.
 - 3. The qualifications of the administrative staff employed.
- 4. The time spent on administration by principals, viceprincipals, and supervisors.
 - 5. The number of administrative staff employed.

This chapter will consider the above factors and their relation to local per pupil costs. Total unit costs were not considered in making comparisons or conclusions.

- 6.t , 00th Ro 22w 21

I. COMPARISON OF SALARY SCHEDULES

A synopsis of the 1962-63 salary schedule in effect in each area is included in Table VIII. These data were obtained locally from bulletins issued from the offices of the Alberta Teachers' Association.

A study of the table shows that the basic salaries of the school authorities studied were comparable. The minimum salary for a teacher with one year of university training was \$3,000 for nine of the school authorities and \$3,100 in the tenth. Maxima ranged from \$4400 to \$4600. The minimum salaries for a teacher with four years of university education were from \$4,400 to \$4,900 with a mode of \$4,800. Maxima ranged from a low of \$7,100 in one instance, to \$7,800 for five school authorities. Similar ranges in both the minimum and maximum salaries are evident for the other years of university education. It was concluded that basic salary is not a factor in explaining differences in unit costs.

Six school authorities, those in deciles one, two, four, eight, nine and ten, did not have a maximum administrative allowance for principals. In those jurisdictions that had a maximum allowance, the allowance ranged from \$1,500 to \$1,700. Although the table does not show the administrative allowance for vice-principals, it was one-half of the principal's allowance in all salary schedules. This practice varied only in the cases where more than one vice-principal was appointed for a school. In the majority of these cases the vice-principal was paid an allowance equal to one-half of the administrative

The state of the s

TABLE VIII
SYNOPSIS OF 1962-63 SALARY SCHEDULES

Decil	e		Years		ic Sal versit	ary Sy Educ	ation	Principals' Administratio
		1	2	3	4	5	6	Allowance
I	Minimum Maximum Increments	3000 4500 8	3600 5600 8	4200 6600 8	4900 7700 8	5200 8000 8	5500 8300 8	4 rooms x \$20 4 rooms x \$15 4 rooms x \$10 x \$ 5
II *	Minimum Maximum Increments	3100 4400 10	3600 5100 11	4000 5900 12	4500 7100 12	4800 7400 12		\$100 per room \$150 for two- room schools
III	Minimum Maximum Increments	3000 4600 8	3500 5450 9	4000 6250 10	4700 7650 11	5000 7950 11	5300 8250 11	5 rooms x \$12 5 rooms x \$10 x \$ 7
IV	Minimum Maximum Increments	3000 4500 8	3500 5400 9	4200 6300 9	4900 7650 10	5200 8000 10	5500 8300 10	6 rooms x \$10 x \$ 7
V	Minimum Maximum Increments	3000 4550 9	3500 5400 10	4100 6350 11	4900 7700 11	5200 8000 11	5500 8300 11	5 rooms x \$12 8 rooms x \$ 7 x \$ 5 to \$1600
VI	Minimum Maximum Increments	3000 4500 8	3500 5400 8	4000 6400 8	4800 7700 10	5100 8100 10	5400 8300 10	4 rooms x \$12 x \$10 to \$1500
VII	Minimum Maximum Increments	3000 4500 8	3500 5400 8	4100 6350 9	4800 7700 10	5100 8050 10	5400 8350 10	3 rooms x \$17 7 rooms x \$ 7 x \$ 5 to \$1700

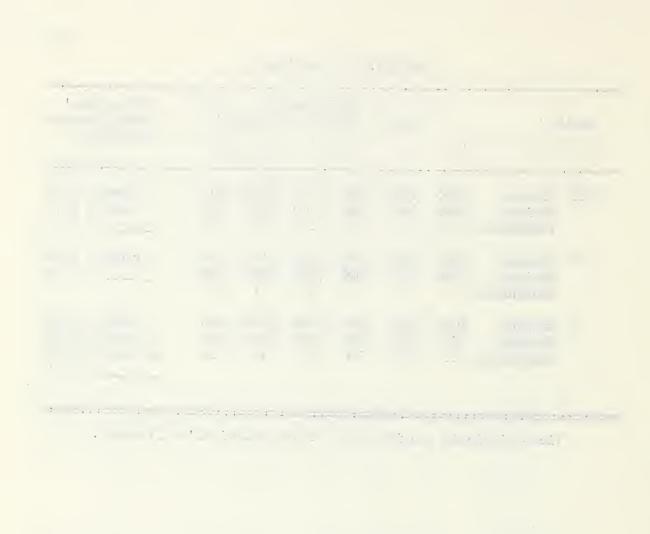
^{*}This school authority paid a bonus of \$900 to a teacher teaching thirteen or more high school credits

3 1 1

TABLE VIII (continued)

Deci	le		Years		ic Sal versit	U	ation	Principals' Administratio
		1	2	3	4	5	6	Allowance
VIII	Minimum Maximum Increments	3000 4600 8	3500 5400 8	4000 6300 9	4800 7600 10	5100 7900 10	5400 8200 10	5 rooms x \$125 5 rooms x \$ 75 x \$ 50
IX	Minimum Maximum Increments	3000 4550 6	3600 5450 8	4100 6300 9	4800 7550 11	5100 7850 11	5400 8100 11	8 rooms x \$150 x \$ 50
X	Minimum Maximum Increments	3000 4500 10	3500 5400 10	4000 6300 10	4800 7700 10	5100 8000 10	5400 8300 10	5 rooms x \$150 5 rooms x \$100 10 rooms x \$ 50 x \$ 30

Vice-principals received half of the principal's allowance.



allowance a principal would have received for the number of rooms over which he had supervisory responsibility. To illustrate, if in an eighteen room school a vice-principal had administrative responsibilities within eight rooms, he would receive one-half of the principal's allowance for an eight room school.

Although the administrative allowance contributes to the total cost, it was not a consistent factor in explaining differences in local unit costs. Four of the school authorities limited the administrative allowance. Referring to Table VI, page 31, it will be noted that decile six had the highest local per-pupil cost. Decile six had a maximum administrative allowance of \$1,500.00. Decile two had the lowest local per-pupil cost, but did not impose a maximum. Decile nine, with the third lowest per-unit costs, and some of the larger schools in this study, did not have a maximum. Decile five, with the second lowest unit cost, had a maximum of \$1,600.00.

The administrative allowance paid to principals and viceprincipals had an effect on the local total costs of administrative
personnel. However, the differences in maximum allowances were slight.
Where no maxima exist, no consistent pattern evolved. It was concluded
that the administrative allowances do not contribute significantly to
differences in local unit costs.

II. RELATION OF SCHOOL SIZE AND TYPE TO ADMINISTRATIVE COSTS

The principal legislation referred to earlier in this study requires that a vice-principal be appointed in schools where eight or

more teachers are employed. The need for employing an extra administrator should influence the cost per pupil.

In classifying schools according to size, schools of two to seven teachers, that is those that do not require the appointment of a vice-principal, constituted the first group. As schools increased in size from one to five teachers, new size classifications were established. Schools of thirty-three or more teachers constituted the final group.

Of the seventy-three schools in this study, the largest number, twenty-seven, were in the two to seven teacher category. Twelve schools were in each of the next two categories. Only four schools had thirty-three or more teachers. The complete statistics are shown in Table IX.

Schools were also grouped according to the grades which were taught. Schools that offered instruction in grades one through six were classified as elementary schools. Elementary-junior high schools offered instruction in grades one through nine, while elementary-junior-senior high schools offered instruction in grades one through twelve. When any of the grades seven, eight or nine were combined for instruction with grades ten through twelve, the schools were classified as junior-senior high schools. Senior high schools offered instruction in grades ten through twelve.

The actual cost per pupil for each of the seventy-three schools was determined. The summary sheets used for each school authority are included as Appendix H, page 97.

¹Supra., p. 4.

•

in the second of the second of

. If the formula $0 \leq b \leq \frac{b}{2} \log x^{k_1} + \cdots + \frac{b}{2} \leq \frac{c}{2} \log x^{k_2} + \cdots + \frac{c}{2} \frac$

the state of the s

TABLE IX

DISTRIBUTION OF SCHOOLS ACCORDING TO SIZE

Deciles	Seven	Twelve	Thirteen to Seventeen Teachers	to Twen ty- Three	four to	eight to Thirty- two	or more Teachers	Totals
I	3	1	1				4,	5
II	7	2	1					10
III		1		1		1		3
IA			2		2	٠,		4
Λ	1	3	2	1				7
VI	1	1		1	3			6
VII	4		2		2			8
VIII	4	4	3	1				12
IX	4			1	1	1	2	9
Х	3		1	3			2	9
TOTAL	27	12	12	8	8	2	4	73

ender the theory of the state o and the control of the property of the control of t

Appendix I. page 107 combines the two methods of classification and shows the cost of administration for each school in all of the selected school divisions and counties. The number of each type of school for each size classification is also shown in Appendix I.

A study of Appendix I shows that schools employing two to seven teachers were least expensive in terms of per-pupil costs for administration. This was particularly true of elementary and elementary-junior high schools in this size category. Only one administrator was required. Further, these administrators had mainly instructional responsibilities rather than administrative duties. Basic qualifications were also lower, causing salaries to be lower.

A further generalization, that schools in which high school grades are taught become more expensive, is evident from Appendix I. The administrator in these schools taught some high school classes. As a result, he was required to possess more university education and was paid a higher basic salary, than was the case with principals of small elementary or elementary-junior high schools.

The data of Appendix I are summarized in Table X. This table shows the averages of per pupil costs in each type and size classification. Average costs per school ranged from \$6.11 for two to seven roomed elementary schools to \$26.20 for a thirteen to seventeen roomed senior high school. The average of all schools within each size category ranged from \$7.76 for schools employing seven or fewer teachers to \$21.89 for schools employing thirteen to seventeen teachers. The average unit costs ranged from \$8.29 for elementary-junior high schools to \$26.20 for the one senior high school included in this study.

• 101.00

· I for the state of the state

TABLE X

AVERAGE ADMINISTRATIVE COSTS ACCORDING TO SIZE CLASSIFICATION AND TYPE OF SCHOOL

			SIZE	SIZE CLASSIFICATION	NO			
Type of School	2 - 7 Teachers	8 - 12 Teachers	13 - 17 Teachers	18 - 22 Teachers	25 - 27 Teachers	28 - 32 Teachers	33 or more Teachers	Average Costs
Elementary	(2) 6.11	(2) 6.11 (2) 15.20	-					(4) 10.65
Elementary Junior High	(18) 7.38 (1) 12.26	(1) 12.26			(1) 14.97 (1) 13.99	(1) 13.99		(21) 8.29
Elementary Junior-Senior High	75.7 (9)	(6) 7.37 (9) 17.51	(10) 21.03	21.03 (7) 21.07	(7) 19.68 (1) 16.30	(1) 16.30	(4) 17.54	(4) 17.54 (44) 15.54
Junior-Senior High	(1) 20.46		(1) 26.26	(1) 22.21				(3) 22.98
High School			(1) 26.20					(1) 26.20
AVERAGE COSTS (27) 7.76 (12) 16.69	(27) 7.76	(12) 16.69	(12) 21.89	21.89 (8) 21.21 (8) 18.97 (2) 15.15 (4) 17.54	(8) 18.97	(2) 15.15	(4) 17.54	
M-4-1	The state of the s	7000 84 2 0004	Mater Winner of actuals in cook actornous one indicated hy the number in brackets.	indicated har	the mimber	n brackets.		

Note: Number of schools in each category are indicated by the number in brackets.

. ٠ . 4 1 1 . 32 () C * -.

Elementary and elementary-junior high schools had the lowest unit cost. Generally, elementary schools were the least expensive.

One elementary school had a per-pupil cost of \$24.63. If this school were excluded, the average costs would have been \$6.00 per pupil. When schools instructed high school grades, the unit cost increased. Thus junior-senior high schools became more costly than elementary-junior high schools, and the per-pupil administrative costs are highest in senior high schools. Although few samples were included in some of the size-type categories the trend seemed to be established.

Unit costs rose quite rapidly within the first three size categories to a high of \$21.89 for schools with thirteen to seventeen teachers. The cost remained fairly constant in the fourth size category. The trend seemed to be established that as schools increase in size beyond twenty-two teachers, the per-pupil cost of administration decreases. In elementary and elementary-junior high schools with seven or fewer teachers, the principal was a full time teacher and, normally, the only administrator employed. The majority of these administrators had lower qualifications when compared to the administrative staff of schools offering instruction to high school grades. A better qualified staff was usually required for high school instruction. The largest increase in per-pupil cost occurred in the schools employing eight to twelve teachers. A second person, the vice-principal, must be employed. Further, the principals of schools of this size normally teach high school grades, (nine out of twelve schools in this size category offered instruction to high school grades). As a result, qualifications of the administrators were improved. The school was large enough to allow the principal time

California (and the call of th - 2 to de la Grandiana de la Contrata del Contrata de la Contrata de la Contrata del Contrata de la Contrata del Contrata de la Contrata de la Contrata de la Contrata de la Contrata del Contrata de la Contrata del Contrata del Contrata de la Contrata de la Contrata de la Contrata del Contrata de la Contrata del Contr and the control of th . The state of the e to the control of t

for administrative duties. Thus, a larger portion of the basic salary became an administrative cost. Schools employing thirteen to seventeen teachers all offered high school courses. In addition, extra time for administration was allowed. In some instances two vice-principals or an extra administrative person such as a librarian was employed. Appendix H, page 97 shows the enrolments of these schools to vary between 284 pupils and 420 for schools "8F" and "8B" respectively. Enrolments were still relatively low. The schools in the next category, eighteen to twenty-two teachers, had enrolments ranging from 412 to 492 pupils. The relative qualifications of staff, administrative time, and extra administrative personnel and low enrolments remained unchanged. This accounts for the small difference in cost between these two size categories. However, in schools employing twenty-three or more teachers, the extra administrative staff did not increase much beyond those for schools employing thirteen to twenty-two teachers. Where the administrative staff increased as in school "10E" some of the administrators were best described as subject or area co-ordinators with no time off for supervisory responsibilities. Generally, the range of two to four administrators prevailed in each of the size categories beyond thirteen teachers. The increase in pupil enrolment, (one school had an enrolment 1,213 pupils) coupled with a stable number of administrative staff, combined to lower unit costs in the larger schools.

III. QUALIFICATIONS OF ADMINISTRATIVE PERSONNEL

Table XI shows the distribution of administrative personnel employed by each school authority during 1962 according to years of university education. The table also shows the qualifications of the various classes of administrators, principals, vice-principals or supervisors employed by each school authority.

A compilation of this table shows the following number of staff with four or more years of professional education and the total administrative staff:

Decile	I	II	III	IV	A	VI	VII	VIII	IX	X
*No. of admin- istrators.	3	8	3	8	13	11	14	18	10	13
Total adminis- trative staff	9	18	8	9	15	20	19	26	18	30
Per cent	33.3	44.4	37.5	88.8	86.6	55.0	73.7	69.2	55.5	43.3
*No. of adminis	trato	rs wit	h four	or m	ore ye	ars of	profe	ssiona	l educ	ation.

Table VI on page 31, showed the local costs per pupil. A comparison of Table VI and the above statement of facts shows that while decile six had the highest unit costs and decile nine had the third lowest per pupil cost, each decile had the same percentage (55) of their staff with four or more years of professional education. Decile ten with the second highest per pupil costs had the third lowest qualified administrative staff. At the other extreme, decile five had the second lowest unit costs and the second highest percentage of administrative staff with four years of university education or more.

n e e e e

TABLE XI

DISTRIBUTION OF LOCALLY-EMPLOYED ADMINISTRATIVE PERSONNEL ACCORDING TO YEARS OF UNIVERSITY EDUCATION

ω (4)						H	Д	d		\vdash	4
Totals (3) (3)						9		N			
Total (1) (2) (3)	4	- 4	- 10	10	7	9	0	10	ω	7 12	5 20
1) (10	, 14	· M	4	ω	7	6				5 65
4) (-						13	10	10	0 83
3) (2											0
Six 2) (3											
							Н		~		2
				N	7		N	7	7	N	1 9
) (4											0
Five (3)											
(2		~		~	٦		Н	Н	٦	~	7
(1)		M		Н	N	4		Н		Н	13
(4)						٦	7				2
ee Five Six (3) (4) (1) (2) (3) (4) (1) (2) (3) (4)										8	2
(2)	2	N		2	2	4	4	8	4	M	34
(1)		N	8	Н	4	2	5	9	4	4	31
(4)											0
ree (3)						\vdash				8	2
(2)		Н	٦	٦					Н	3	7
(1)	2						П	N		Н	9
(4)										Н	П
(3)						Н		\vdash		Н	2
Two (2) (3	-		~		Н	2	Н	٦	٦		6
(1)		N			_	۲	٦	~	23	Н	1.2
(4)											0 12
(3)						4		7		7	1 11
One (2)			N				N				5 12
f on (1) (2	2							2	Т	1 11
Years of Education One Two Th Decile (1) (2) (3) (4) (1) (2)	Н	II	III	ΙΛ	Δ	VI	VII	VIII	Ħ	×	TOTALS 12

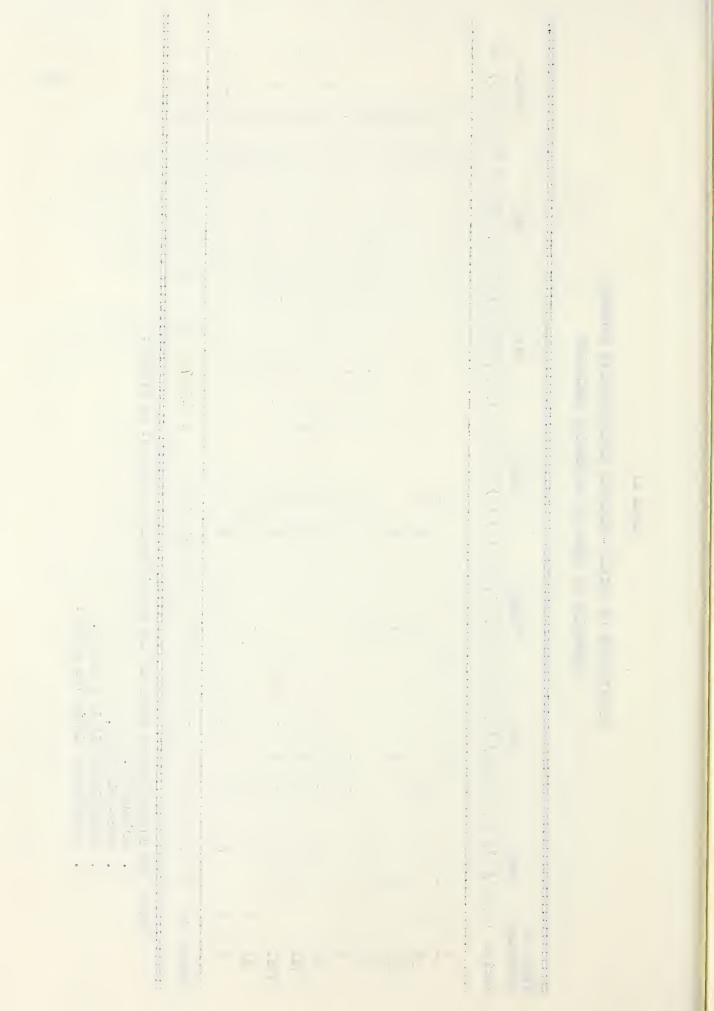
The column numbers refer to the administrative personnel as follows: Note:

principals,

vice-principals,

supervisors within a school, 1274

supervisors within the system.



The conclusion seems evident that the qualifications of the administrative staff were not significant in explaining the variations in local unit costs. The qualifications definitely had a relationship to the basic salary paid the administrator, but it was not the most important factor in determining per-pupil cost.

Appendix J, page 110, shows the qualifications of the administrative staff employed in each size-type category of school. The schools
employing two to seven teachers attracted the lowest qualified staff.

Eight out of the thirty-seven administrators had four or more years of
university education. Six were employed in schools offering high school
instruction. As schools became larger, and wherever high school
instruction was offered, the qualifications of administrative personnel
improved. To illustrate, twenty-nine out of forty-three administrators
of schools employing thirteen to twenty-two teachers had four or more
years of university education. As a general rule, both the principal
and vice-principal had four or more years of professional education.

IV. ADMINISTRATIVE TIME

Appendix K, page 113, shows the administrative time for the principals, vice-principals and supervisors of each school studied. The figures immediately after the school's identifying number (8A means school A of decile eight) show the time allowed for administrative duties for each administrator identified.

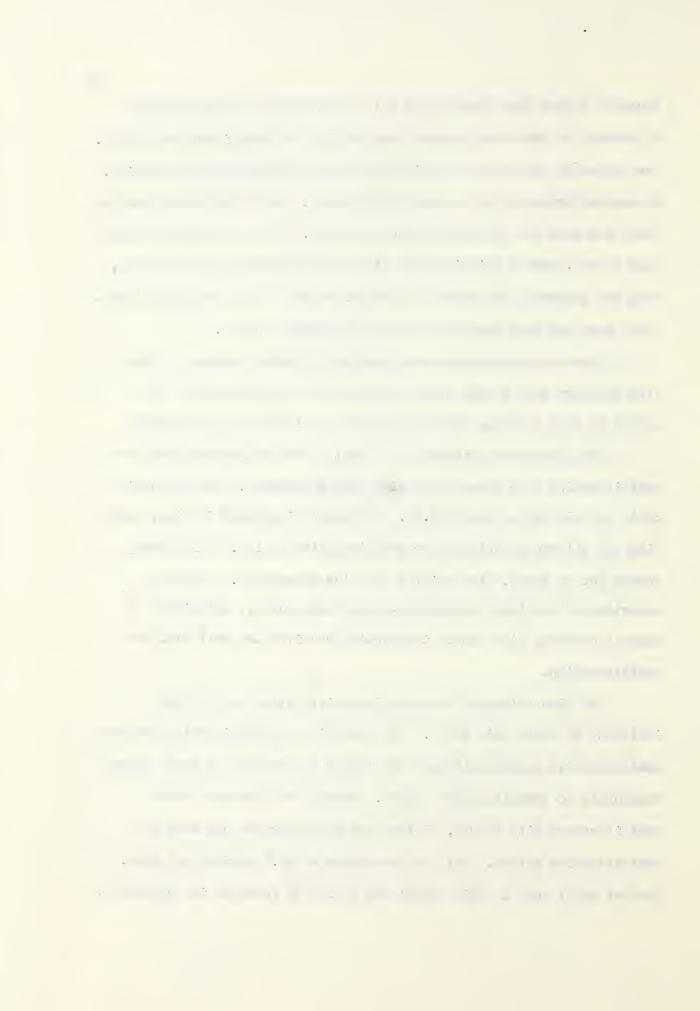
Principals of schools employing two to seven teachers can best be classified as full-time teaching principals. The statistics in

Appendix K show that twenty-four out of thirty-seven administrators of schools in this size category had no time for administrative duties. One principal had nineteen periods per week for administrative duties. He was the principal of a senior high school. The other administrative staff had from two to eight periods per week. In the elementary-junior high school, when a principal had time off for administrative duties, this was generally the result of the principal's class attending industrial arts and home economics classes in another school.

Three vice-principals were employed in three schools of this size category even though their services were not mandatory. The effect of this practice will be commented on in the next subsection.

One elementary principal had twenty-four periods per week for administration in a school employing twelve teachers. The per pupil costs in this school were \$24.63. As schools increased in size, more time was allowed principals for administrative duties. This trend, though not so great, also existed for vice-principals. With the exception of one large elementary-junior high school, principals of schools offering high school instruction received the most time for administration.

The time allocated for administrative duties has a direct influence on local unit costs. The more time an administrator had for administrative responsibilities the larger the portion of basic salary chargeable to administration became. School "6A" employed three administrators with thirty, sixteen and forty periods per week for administrative duties. This is an average of 26.6 periods per week. The per pupil cost in this school was \$26.43 as reported in Appendix I.



School "6F" had four administrators with sixteen, twolve, zero and forty periods per week for administration, giving an average of seventeen. The unit costs in this school were \$17.07. School "10A" employed six administrators. Two had time for administration of thirty-eight and ten periods per week respectively. The rest taught full time. The per-pupil costs in this school as reported in Appendix I were \$14.92.

V. NUMBER OF ADMINISTRATIVE POSITIONS

Table XII indicates the number of administrative positions within the schools of the selected school authorities. The minimum number of school positions is one for each school employing two to seven teachers and two positions for each school employing eight or more teachers. The table shows the minimum number of administrative positions, the actual number of administrative positions within each school authority, and the number of administrators employed in 1962. To illustrate, decile one had three schools requiring one administrator and two requiring two administrators. Thus seven administrative positions existed. This school authority chose to appoint eight administrators, one more than required. Nine people occupied these positions during 1962. With one exception every school authority chose to employ at least one more administrator than was required. In addition, the representatives of deciles six, seven, eight and ten. chose to have a supervisor for the system.

Table XIII compares the rank order of local unit costs to the rank order of percentage of extra administrators. To arrive at the

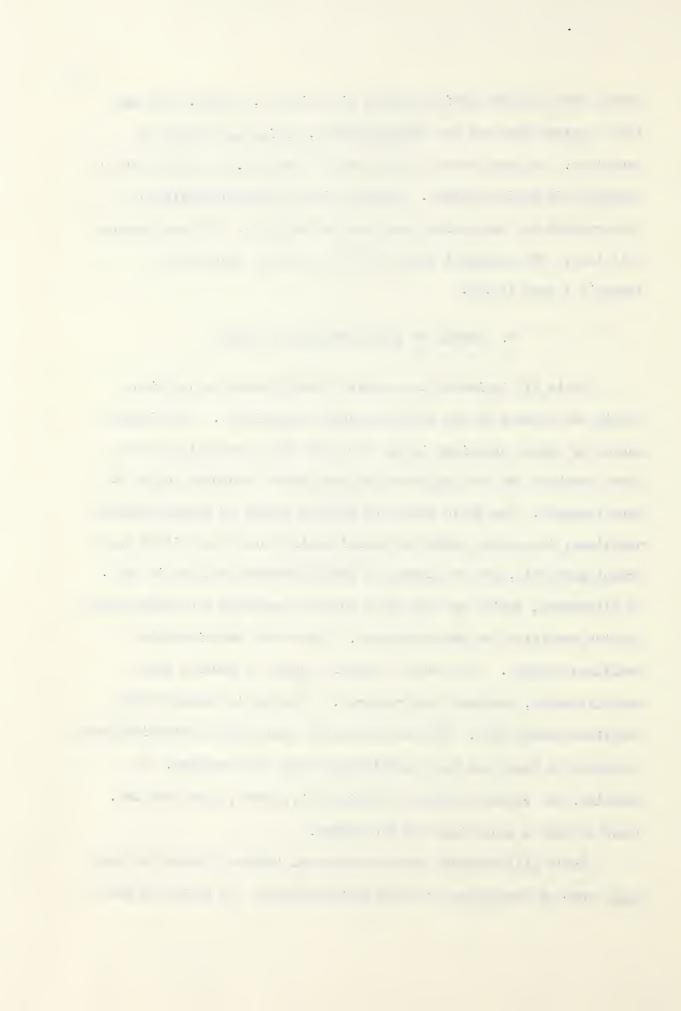


TABLE XII

NUMBER OF ADMINISTRATIVE POSITIONS

AND ADMINISTRATORS EMPLOYED

Decile	Number of Scho One Administrator	ools Requiring Two Administrators	Minimum No. Administrat Positions	ive of	Total Administ- rators Employed in 1962.
I	3	2	7	8	9
II	7	3	13	14	18
III	0	3	6	8	8
IV	0	4	8	9	9
V	1	6	13	13	15
VI	1	5	11	16	19
VII	4	4	12	16	18
VIII	4	8	20	22	25
IX	4	5	14	17	18
X	3	6	15	27	29



TABLE XIII

COMPARISON OF RANK ORDER OF COSTS TO RANK ORDER OF

PERCENTAGE OF EXTRA ADMINISTRATIVE PERSONNEL

Decile	*Ran Local Cost Per Pupil	k Order of Percentage of Extra Administrators
I	4	5
II	1	2
III	5	7
IV	7	3
V	2	1
VI	10	9
VII	8	8
VIII	6	4
IX	3	6
Х	9	10

^{*}Rank order from low to high.



latter rank order, the number of extra locally-employed personnel was determined by subtracting the number of minimum administrative positions, from the number employed in administrative positions for each school authority. This difference was then compared to the minimum required number and converted to a percentage. To illustrate, decile one had eight administrative positions and a minimum required of seven. The difference, one, was compared to seven and converted to fourteen decimal seven per cent. The resultant percentages were ranked from low to high, the same as the local unit costs were ranked in Table VII on page 34.

This rank order comparison in Table XIII gives the correlation of rank numbers that was obtained. The conclusion was made that the number of extra administrative personnel employed by a school authority has a direct bearing on the variations of administrative costs per pupil. This, coupled with time for administration is an important factor in explaining differences in local unit costs.

VI. CONCLUSION

Of the cost factors considered in this study, size and type of school, time for administration, and number of administrative personnel are the most significant in determining local administrative costs per pupil resulting from certificated personnel. A combination of any of the above factors explains differences in local unit costs.

CHAPTER V

CONCLUSIONS

The information obtained through this study, will, it is hoped, prove to be valuable to students of educational administration and to practising administrators. This paper can act as a guide to the practising administrator to evaluate the costs of certificated administrative personnel in his school division or county. While the structured sampling technique does not show the total cost of certificated administrative personnel throughout all of rural Alberta, certain trends in these costs become apparent.

I. SUMMARY

Structured Sampling Technique

Two basic criteria, number of pupils and equalized assessment, were chosen. The fifty-nine school divisions and counties were ranked in ascending order in each criterion and divided into deciles. Wherever possible representative school authorities were chosen from the same decile of both criteria. If this was not possible then number of pupils became the prime criterion.

Data Required

Two basic sets of data were required. Data obtained from the records of the school division or county included information on the administrative personnel employed in each school. Other data obtained from Department of Education files, contained information on the salary

.

and other remuneration of the provincially-appointed superintendents of schools.

Information was obtained on one hundred seventy-two locally employed administrative personnel and on the ten provincially-appointed superintendents of schools. Of the locally employed personnel, one hundred sixty-eight were employed in seventy-three schools. The remaining four were employed as supervisors for the entire school division or county.

Costs of Locally Employed Administrative Personnel

As school divisions increased in size, the costs of administration increased. There was one notable exception, the representative of decile six. Costs varied from a low of \$15,994.73 to a high of \$86,398.42.

Costs of Provincially Appointed Administrative Personnel

The Province of Alberta subsidized the cost of administration in rural Alberta in amounts ranging from \$6,819.49 to \$9,079.81 in actual salary paid to the superintendent of schools and in amounts ranging from \$237.94 to \$1,554.31 in expenses. The combined totals ranged from \$7,305.11 to \$9,990.26.

Total Costs of Administration for Certificated Personnel

The total costs of administration increased as the school authority increased in number of pupils. Although the amount of provincial costs remained relatively constant, this amount expressed as a percentage of the total costs, decreased as the school division or county increased in enrolment. This was to be expected.

e e re

4 4 4

Unit Costs of Administration

Unit costs of administration, based on the average cost per pupil showed that the local per pupil cost ranged from \$13.41 to \$27.62. The total costs of administration ranged from \$18.86 to \$32.37. Decile six was high in both cases.

Relation of Unit Costs to Ability and Need

No relationship between unit costs and ability or need was discernible.

Salary Schedules as a Cost Factor

A study of the 1962-63 salary schedules showed that the basic salaries received were very comparable. Where differences did exist in the administrative allowances paid to principals and vice-principals it was concluded that this was not a significant factor in explaining the variances in unit costs.

School Size and Type as a Cost Factor

The most expensive school in local per pupil administrative costs is a high school for which thirteen to seventeen teachers are employed. The school in which one to seven teachers are employed is the least expensive, because only one administrator needed to be employed. Analysis seems to indicate that when schools are taught by twenty-two or more teachers, the per pupil costs decreased as the school became larger. Schools in which high school grades are taught are the most expensive. Further, as schools became more selective towards high school instruction, unit costs increased. School size and type was an important factor in

.

t the state of the

•

unit administrative cost.

Administrators' Qualifications as a Cost Factor

Recognizing the fact that within larger schools and schools instructing high school grades, administrative personnel with higher qualifications are usually employed, it was concluded that qualifications of the administrative personnel was not the most important factor in explaining differences in unit costs.

Administrative Time as a Cost Factor

The amount of time allowed to administrative duties was an important factor in determining the per pupil costs of administration.

Number of Administrators as a Cost Factor

Each school authority had the right to employ extra administrative personnel beyond those whose services are mandatory by law. This writer concluded that a direct relationship existed between the number of extra administrative personnel and the local per pupil cost.

II. CONCLUSIONS AND OBSERVATIONS

1. Elementary schools have the lowest per pupil administrative cost. Of the four schools in this type, two required a vice-principal. One school authority chose to release the principal for twenty-four periods per week for administrative duties. The vice-principal had ten periods per week for supervisory duties. Both were well qualified. As a result per pupil costs were much higher. The organization within another elementary school of the same size category allowed the

principal four periods per week for administrative duties. The costs in this school were lower than in the two schools employing seven or fewer teachers.

The increase in unit costs of certificated personnel resulting from administrative time is a direct result of the school authority's policy.

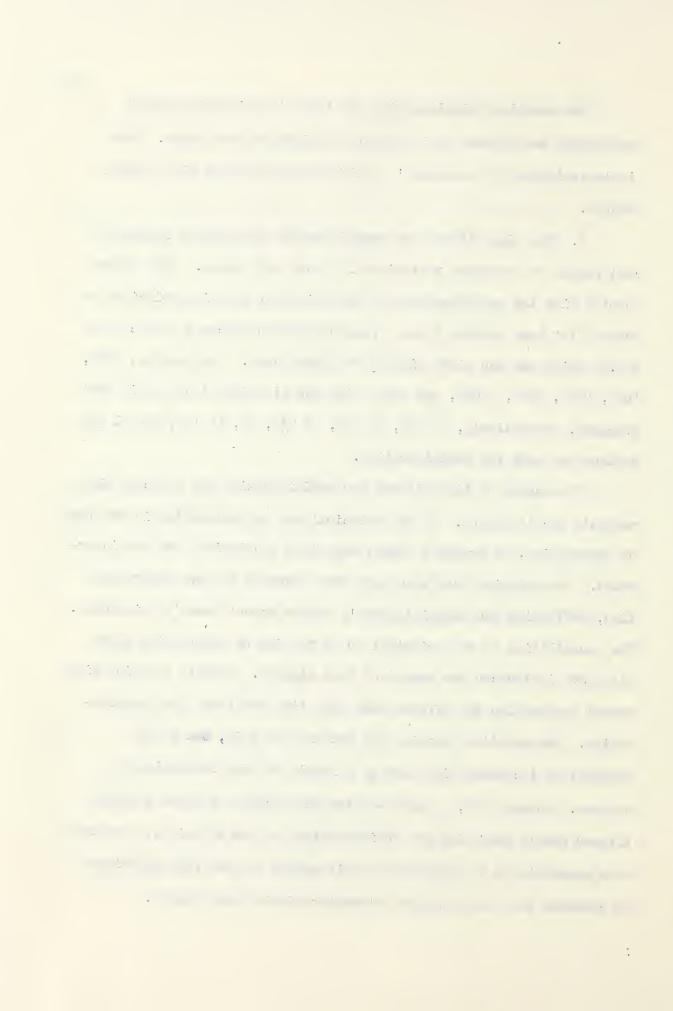
2. The qualifications of staff in the size category of two to seven teachers were lower than in any other size category. This is particularly true of principals in the elementary and elementary-junior high school. Two out of twenty-six administrators had four years of training. In those schools offering high school instruction, three out of seven principals employed in the fall term of 1962 did not have a degree. Of the twelve administrators employed during 1962, one-half had four or more years of training. The principals of the remaining forty-five schools in the other size categories all had four or more years of university training with the exception of two who had three years. These facts were obtained from Appendix J., page 110.

These facts would indicate the schools in this size range are unable to attract and retain qualified administrative personnel, but attract young teachers wishing experience or the extra salary from the administrative allowance. They are realizing the latter but not obtaining much administrative experience because little time was available for administrative duties. When a degree was obtained, the observation was that these principals move into high schools as a principal or as a teacher. The small rural school principalship is a stepping-stone.

The prestige principalships are those in which high school instruction was offered or in schools of eight or more rooms. Very little variation of principals' qualifications occurred within these schools.

3. The time allowed for administration was another important cost factor to determine variations in local unit costs. This factor coupled with the qualifications of the principal and vice-principal of school "IB" (see Indices K and I respectively) produced a unit cost of \$24.63 which was the sixth highest per pupil cost. The schools, "5D", "6A", "6B", "7A", "10F", and "10G" with the six highest per pupil cost averaged, respectively, 16 2/3, 28 2/3, 15 2/3, 13, 16 1/4, and 21 3/4 periods per week for administration.

The amount of time allowed for administration was a factor that reflects local control. If the principal was not interested in the task of supervision, he probably taught more than a principal who was interested. The principal may also have been expected to have supervisory time, reflecting the superintendent's and/or school board's philosophy. The capabilities of the principal to do the job of supervision might also have influenced the amount of time allowed. Schools in which high school instruction was offered made more time available for administration. The prestige position may account for this, but in all probability increased time came as a result of time scheduling of classes. School "IA", a junior-senior high school of seven teachers allowed nearly half time for administration to the principal. One can only speculate as to the need for this amount of time for supervision as compared to a seven teacher elementary-junior high school.



4. School size and type is another important factor in determining local unit costs. Some implications have been discussed above.

Decile nine has been noted as having the third lowest unit cost.

Four of this school authority's schools were in the least expensive size category. Further, these four were elementary or elementary-junior high schools. The cost per pupil ranged from \$6.25 to \$7.89. Four more schools were in the twenty-three or more teacher size category, where average per pupil costs decreased. All of these schools offered instruction in grades one through twelve. Table X on page 44, shows that these schools are the third lowest in average per pupil costs. The remaining school, in the eighteen to twenty-two size category, the second most expensive, operated at \$17.65 per pupil, \$3.56 lower than average. All of the largest schools had a per pupil cost lower than the average for that size category.

5. Table XIII shows that the number of extra administrative personnel is an important cost factor. Where the percentage of additional administrators was low, cost per pupil was low.

Decile five chose not to appoint extra administrators. This school authority had the lowest local per-pupil costs. The school authorities which employed the greatest percentage of extra personnel, deciles ten, six and eight, in descending order, ranked ninth, tenth, and eighth respectively in local unit costs.

Decile ten chose to create twelve additional administrative positions, one of which was a supervisor for the system. Five of the eleven extra administrative personnel who were assigned to a school were not given time for administrative responsibilities.

.

Charles and Control of the Control o

the second of th

ex .

· - D T - D - - - Table Level Level

6. The representative school authority for decile six has been noted throughout this study. It had the highest local and total per pupil cost. It was second highest in number of extra administrators. It had a well qualified supervisor for the system who commanded a substantial additional allowance as well as his salary. See Appendix G, Decile VI for details. Its superintendent's administrative charges to the school authority were the highest; four times greater than the next highest charge by a superintendent as determined from Table V on page 29.

As a result of the practices affecting the school cost per pupil, five of the six schools had an average per pupil cost far in excess of the average per pupil cost of the size category in which the schools were located. The same statement is true for the average costs per pupil in the type category. The sixth school was a small elementary-junior high school that had lower than average costs.

One can only speculate as to the reasons for the abnormally high local and school costs per pupil. The area was sixth in enrolment and fifth in assessment per pupil. Was the board of trustees convinced that an administrative hierarchy of superintendent, system supervisor, principal, vice-principal(s) and school supervisor(s) was necessary? In all probability, the responsibility rested with one person, the superintendent of schools. Is the administrative structure producing better academic results, or greater retention of pupils and staff? The answer to this problem lies beyond the scope of this study.

7. The school size and type, the amount of time for administrative duties, and the number of extra administrative personnel are the most important cost factors in determining the local per pupil

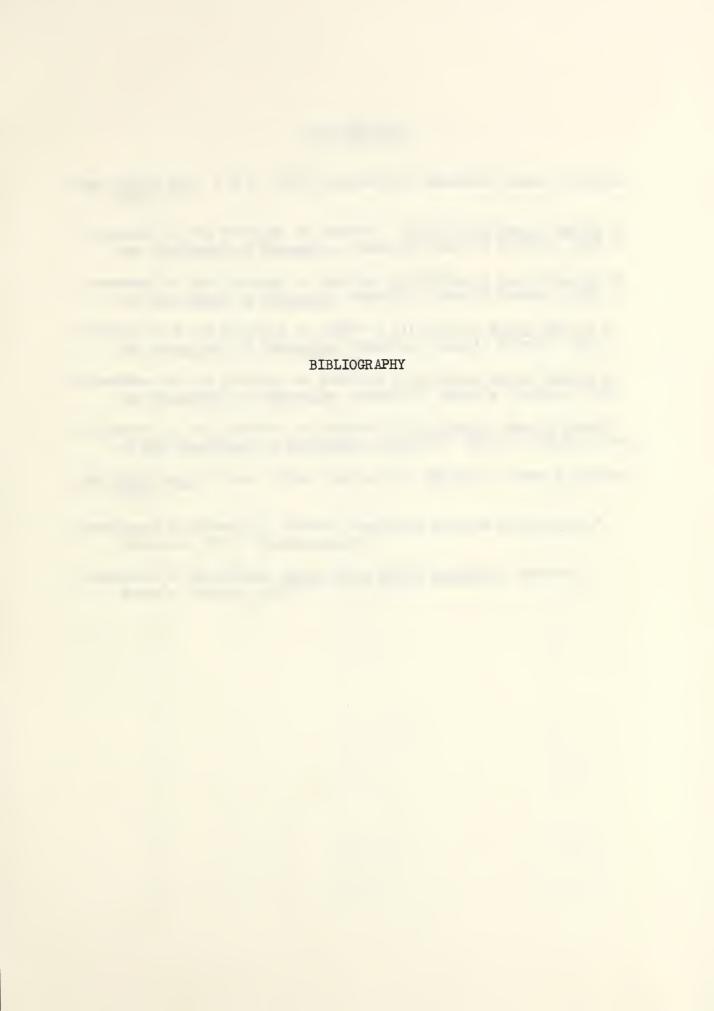
cost. These cost factors are the result of the school board's and/or superintendent's decisions.

III. SUGGESTIONS FOR FURTHER RESEARCH

- drawn, particularly with reference to numbers two and four. However, an administrative structure does not and must not exist for itself. There may be need for further research to determine if areas in which administrative costs are highest are operating a superior educational system. Are the academic results or holding power better in these areas when they are compared to areas of lower per pupil expenditure? A system's analysis could provide the answer to this problem.
- 2. The trend that larger schools become less expensive in per pupil costs seemed to be established from the data gathered. A further study might be made of administrative costs in larger towns and cities of Alberta to see if this trend is continued.
- 3. This study was limited to rural Alberta. A study of city and town school systems would determine if any difference in administrative costs is evident in rural and urban Alberta.
- 4. Other costs of administration relating to non-certificated personnel would establish a more comprehensive view of the total of administrative costs in Alberta. It is suggested that two further studies be made, one on administrative costs for non-certificated administrative personnel in rural Alberta, and the other on the same topic in urban Alberta.

Market State of the Control of the C

These suggested studies should give a greater understanding of all administrative costs within the school systems in Alberta. They will be of value to the practising school administrator.



 $\xi_{ij} = \frac{\xi_{ij}}{\xi_{ij}} \xi_{ij} + \frac{1}{2} \xi_{ij}$

BIBLIOGRAPHY

- The County Act, R.S.A., 1955, Chapter 64, Edmonton; Queen's Printer, 1961.
- Government of the Province of Alberta, Fifty-Third Annual Report of the Department of Education, Edmonton; Queen's Printer, 1959.
- Government of the Province of Alberta, Fifty-Fourth Annual Report of the Department of Education, Edmonton; Queen's Printer, 1960.
- Government of the Province of Alberta, Fifty-Fifth Annual Report of the Department of Education, Edmonton; Queen's Printer, 1961.
- Government of the Province of Alberta, Fifty-Sixth Annual Report of the Department of Education, Edmonton; Queen's Printer, 1962.
- Government of the Province of Alberta, Fifty-Seventh Annual Report of the Department of Education, Edmonton; Queen's Printer, 1963.
- The School Act, R.S.A., 1955, Chapter 297, Edmonton; Queen's Printer, 1961.
- Department of Education, "School Foundation Program Regulations," Edmonton; 1962. (mimeographed).
- Department of Education, <u>Senior High School Handbook</u>, Edmonton; Queen's Printer, 1962.

APPENDIX A



APPENDIX A

EQUALIZED ASSESSMENT OF SCHOOL DIVISIONS
AND COUNTIES IN ASCENDING ORDER

Decile	Rank No.	Unit No.	Division or County	Equalized Assessment 1962
I	1 2 3 4 5 6	s.D. 52 s.D. 55 s.D. 61 s.D. 54 s.D. 51 s.D. 1	Fort Vermilion Red Deer Valley Northland East Smoky Lac La Biche Berry Creek	511,512 793,273 908,527 1,455,005 2,135,006 3,252,825
II	7 8 9 10 11 12	S.D. 9 S.D. 16 S.D. 15 S.D. 46 C. 13 S.D. 50	Sullivan Lake Neutral Hills Rocky Mountain Bonnyville Smoky Lake Fairview	3,890,460 4,515,463 4,629,314 4,742,594 5,151,926 5,416,602
III	13 14 15 16 17 18	C. 19 C. 11 C. 12 S.D. 48 S.D. 47 S.D. 4	St. Paul Barrhead Athabasca High Prairie Spirit River Medicine Hat	5,608,885 6,055,477 6,174,637 6,596,863 6,600,005 6,606,132
IV	19 20 21 22 23 24	S.D. 30 S.D. 33 C. 7 S.D. 8 C. 18 C. 4	Drumheller Provost Thorhild Acadia Paintearth Newell	6,721,387 6,747,734 6,850,171 7,266,983 7,372,219 7,547,304
V	25 26 27 28 29 30	S.D. 11 S.D. 10 S.D. 29 C. 6 S.D. 21 S.D. 37	Lac Ste Anne Peace River Pincher Creek Stettler Two Hills Westlock	7,876,451 8,916,091 8,969,314 9,130,925 9,180,991 9,558,663
VI	31 32 33 34 35 36	C. 1 C. 10 S.D. 32 C. 15 C. 9 S.D. 38	Grand Prairie Wetaskiwin Wainwright Sturgeon Beaver Foothills	9,737,620 10,048,078 10,312,057 10,459,291 11,044,828 11,403,150

		e-J.	200	
		100-116		
f		. 18	ł o o sin	
		A P	4214-	ę -
		n 4		
		٧٠ ، و٧		•
				ę . ę
			5	- 4
		0.00		, 4
		-	, - <u>,</u> -	Įu
			e e	e sale
		a a la la	40.)A
			J. iv	2 ' 6
		L. Comment	95/191 July	
			e ivri	
		,		7
		1	and the second	17 C
		C_{-}	30	TC 'e l'e
				E. M. & D. L. & J
			1. The state of th	700,00 em
	ı.L	r ()		= 1 12 (10) . = =
	() ¹ .		w _ L	
		. (*
		2 4	:_ ·	*
			Comment of the second	
		A 1		D
			()	e : "
			\$	· · · · · · · · · · · · · · · · · · ·
		•		
		7	=	ę ę
		- e	1 × 1 _ · · · · ·	- :
		.0.	(4)	
		n 5	11819	
			(6)(t t
		_' -		? .
		e e	A Committee of the Comm	,
			- ' .V ·	

APPENDIX A (continued)

Decile	Rank No.	Unit No.	Division or County	Equalized Assessment 1962
VII	37 38 39 40 41 42	S.D. 6 S.D. 22 C. 8 S.D. 2 S.D. 18 C. 5	Taber Killam Forty Mile Cardston Lamont Warner	11,708,159 11,971,462 12,041,012 12,063,536 12,346,007 12,618,917
VIII	43 44 45 46 47 48	S.D. 19 S.D. 7 S.D. 20 C. 3 S.D. 12 S.D. 60	Vegreville Lethbridge Camrose Ponoka Edson Three Hills	13,010,626 13,031,015 13,817,913 14,122,136 14,192,127 14,504,495
IX	49 50 51 52 53 54	C. 16 S.D. 23 S.D. 28 S.D. 25 C. 2 C. 17	Wheatland Stony Plain Macleod Vermilion Vulcan Mountain View	14,562,185 16,454,033 16,780,498 16,948,051 17,831,455 17,843,612
Х	55 56 57 58 59	S.D. 49 C. 14 S.D. 35 S.D. 41 C. 20	Leduc Lacombe Red Deer Calgary Strathcona	17,992,721 18,426,871 18,723,382 19,317,214 33,936,564

.

0

.

. .

. . .

.

, to 1

: :

9

107

. .

221,0

- 0 7

. .

199 ... 6.

. .

APPENDIX B



APPENDIX B

NUMBER OF PUPILS IN SCHOOL DIVISIONS

AND COUNTIES IN ASCENDING ORDER

Decile	Rank Number	Unit No.	Division or County	No. of Pupils
I	1 2 3 4 5 6	S.D. 1 S.D. 55 S.D. 9 S.D. 16 S.D. 52 S.D. 54	Berry Creek Red Deer Valley Sullivan Lake Neutral Hills Fort Vermilion East Smoky	171 519 563 790 876 882
II	7 8 9 10 11 12	S.D. 30 S.D. 33 S.D. 8 S.D. 4 S.D. 61 C. 18	Drumheller Provost Acadia Medicine Hat Northland Paintearth	997 1,008 1,023 1,190 1,222 1,288
III	13 14 15 16 17 18	S.D. 29 S.D. 38 S.D. 50 C. 8 C. 6 C. 13	Pincher Creek Foothills Fairview Forty Mile Stettler Smoky Lake	1,330 1,444 1,451 1,531 1,546 1,664
IV	19 20 21 22 23 24	S.D. 51 C. 4 C. 7 S.D. 32 C. 16 C. 2	Lac La Biche Newell Thorhild Wainwright Wheatland Vulcan	1,730 1,733 1,747 1,923 1,939 1,959
V	25 26 27 28 29 30	S.D. 47 C. 19 S.D. 21 S.D. 15 S.D. 60 S.D. 22	Spirit River St. Paul Two Hills Rocky Mountain Three hills Killam	1,959 1,985 2,051 2,099 2,128 2,224
VI	31 32 33 34 35 36	C. 10 S.D. 41 S.D. 18 C. 11 C. 5 C. 9	Wetaskiwin Calgary Lamont Barrhead Warner Beaver	2,242 2,319 2,341 2,373 2,403 2,404

1. 2.4 July 10	V.	4.40	ban.

2020 C 200-0			1000
de mari			
,			
	r		
()		٠, ١	
1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		Section 1	
$=Ve^2$		as e	
186	10	* *	
		4	
V	12		
14.7,	\$. · .	44 4	
ť	1 - 2	f	
1			
		A	
	* "		
* **		t and the second	1
8		Commence of the commence of th	
, 1		A	
		8	
*	1		
		0.0	
*			
	ε.		
, t			26.
*			
3		• •	
•		*	
*			
t			3
		n	
2 - 4		e ^c	
<	3.0	4	
n n		7 6 7	
*			
		· E ₁	
-,			2
, a	·		,
	,	· (' - L	
		• • • • • • • • • • • • • • • • • • • •	Ť.
n :		•	
*			

APPENDIX B (continued)

	Rank		(00110111011)	
Decile	Number	Unit No.	Division or County	No. of Pupils
VII	37 38 39 40 41 42	S.D. 19 S.D. 46 C. 12 C. 28 S.D. 10 C. 1	Vegreville Bonnyville Athabasca Macleod Peace River Grande Prairie	2,424 2,517 2,574 2,602 2,648 2,691
, VIII	43 44 45 46 47 48	C. 15 S.D. 25 S.D. 20 S.D. 6 S.D. 37 S.D. 2	Sturgeon Vermilion Camrose Taber Westlock Cardston	2,696 2,715 2,742 2,752 2,766 2,901
IX	49 50 51 52 53 54	S.D. 11 S.D. 48 S.D. 7 C. 3 C. 14 C. 17	Lac Ste Anne High Prairie Lethbridge Ponoka Lacombe Mountain View	2,990 3,046 3,286 3,467 3,647 3,802
X	55 56 57 58 5 9	S.D. 12 S.D. 49 S.D. 23 S.D. 35 C. 20	Edson Leduc Stony Plain Red Deer Strathcona	3,851 3,959 4,056 4,208 4,245

Reference: Fifty-Seventh Annual Report of the Department of Education, Government of the Province of Alberta: Edmonton, 1963, p. 196.



APPENDIX C

(1) L3

APPENDIX C

COMPILATION OF ASSESSMENT AND NUMBER OF PUPILS

OF SCHOOL DIVISIONS AND COUNTIES

IN ASCENDING ORDER

	Dowle	Assessment	Number of Punils
Decile	Rank Number	Unit No.	Number of Pupils Unit No.
I	1	S.D. 52	S.D. 1
	2	S.D. 55	S.D. 55
	3	S.D. 61 _*	S.D. 9
	4	S.D. 54	S.D. 16
	5	S.D. 51	S.D. 52
	6	S.D. 1	S.D. 54*
II	7	S.D. 9	S.D. 30
	8	S.D. 16	S.D. 33
	9	S.D. 15	S.D. 8
	10	S.D. 46	S.D. 4*
	11	C. 13	S.D. 61
	12	S.D. 50	C. 18
III	13 14 15 16 17 18	C. 19 C. 11 C. 12 S.D. 48 S.D. 17 S.D. 4*	S.D. 29* S.D. 38 S.D. 50 C. 8 C. 6 C. 13
IV	19	S.D. 30	S.D. 51
	20	S.D. 33	C. 4
	21	C. 7*	C. 7*
	22	S.D. 8	S.D. 32
	23	C. 18	C. 16
	24	C. 4	C. 2
V	25	S.D. 11	S.D. 47
	26	S.D. 10	C. 19
	27	S.D. 29*	S.D. 21*
	28	C. 6	S.D. 15
	29	S.D. 21*	S.D. 60
	30	S.D. 37	S.D. 22
VI	31	C. 1	C. 10
	32	C. 10	S.D. 41
	33	S.D. 32	S.D. 18
	34	C. 15	C. 11
	35	C. 9*	C. 5
	36	S.D. 38	C. 9*

. 1 . . . 9 - -J. a at-

APPENDIX C (continued)

Decile	Rank Number	Assessment Unit No.	Number of Pupils Unit No.
VII	37 38 39 40 41 42	S.D. 6 S.D. 22 C. 8 S.D. 2 S.D. 18 C. 5	S. D. 19* S. D. 46 C. 12 S. D. 28 S. D. 10 C. 1
VIII	43 44 45 46 47 48	S.D. 19* S.D. 7 S.D. 20* C. 3 S.D. 12 S.D. 60	C. 15 S. D. 25 S. D. 20* S. D. 6 S. D. 37 S. D. 2
IX	49 50 51 52 53 54	C. 16 S.D. 23 S.D. 28 S.D. 25 C. 2 C. 17*	S. D. 11 S. D. 48 S. D. 7 C. 3 C. 14 C. 17*
Х	55 56 57 58 59	S.D. 49 C. 14 S.D. 35* S.D. 41 S.D. 20	S. D. 12 S. D. 49 S. D. 23 S. D. 35* C. 20

^{*}Indicates school authorities chosen for the study.

The letter prefix "C" indicates counties. The remaining school authorities are school divisions.

1 2			tern
			a

1000 (0) 7 (0) 7 (0) 61 (0) 81 (0) 10

APPENDIX D



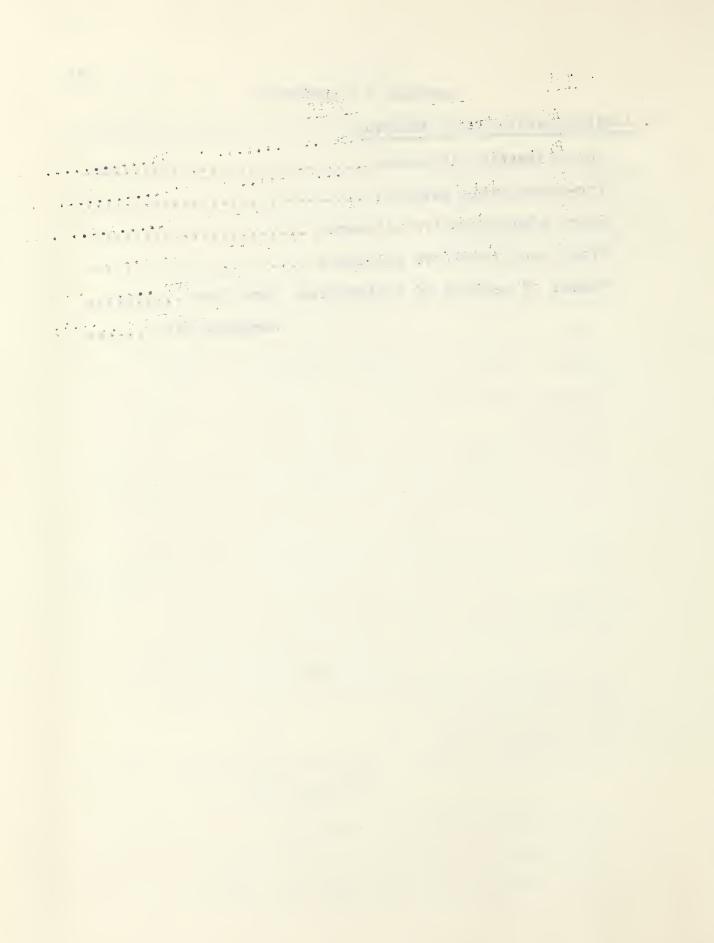
	Ar	nalysis	Sheet fo	r Certif	icated	Administ	rative	Personnel
D		-1 C-1-	7 4 12	* 1				
Emp_	Loy	ring Sch	ool Auth	ority	• • • • • •			
Admi	ini	strativ	e Positi	on	• • • • • •	• • • • • • •		
A. (Ger	neral In	formatic	<u>on</u>				
	l.	Person	• • • • • •	• • • • • •				
		Age	• • • • • •		Birth	ndate	• • • • • •	Sex,
		Degree(s) Held	• • • • • • •		· • • • • • • •		
		Number	of years	of teac	her edu	acation f	or sala	ary
		Alberta	certifi	cate hel	d			
		Experie	nce				•	
		(a) wit	h presen	t school	author	rity	• • • • • •	• • • • • • • •
		(b) els	ewhere .	• • • • • •	• • • • •		• • • • • •	
		(c) tot	al	• • • • • •				
		Period	of emplo	yment in	this	position	during	1962 (months)
2	2:	School	• • • • • • •	• • • • • • •	• • • • •	• • • • • • •	• • • • • •	
		No. of	teachers	, 1962,				
		No. of	pupils,	1962, re	ported	on Form	Α	• • • • • • • •
В.	Sa]	lary and	Allowar	ices				
		Basic t	eacher s	salary,	June :	Term		
					Deceml	oer Term	• • • • • •	• • • • • • • •
		Adminis	trative	allowanc	e	• • • • • • •		
		Total s	alary					
		Extra a	dministr	ative al	lowance	es for 19	962	

1.66		* I			13-	
to the second section of the section of the second section of the section of the second section of the section		н				
* *** ** ** ** ** ** ** ** ** ** ** **	• • • • • • • • • • • • • • • • • • • •	, _ a	1. 1			
do ,					- Å., .	
e di ni setuny	٠٠٠٠ م			·	s' e	
· · · · · · · · · · · · · · · · · · ·	Triggs, to a displace		** =			x-1
				vl ₁		
= 1						
* • •	The second of th					
	1 1 (1000000)					
	ئ ئادر ئىدلارد ئاھاھاھاھاماماداد	er str				
# # # # # # # # # # # # # #	NA STATE		, , ,	11-1-1	l∃' ,)
	tra' tra erroker		* * *	Y 67.	- E. I.	,
· · · · · · · · · · · · · · · · · · ·	3 · 1 · 1	4	1	· *		/
3,12					,	-
	•		1 + 6 < 0 +	1. de		
				1 N 1 1 1 2 0	n -}	,1
	· 自然。				e	
. A		***		• Hitari		
() () () () () ()			0.			
4.4.2	· · · · · · · · · · · · · · · · · · ·					
	t to the West					
• • • • • • • •	4			21. j		•
	Maria de Maria	10 At 1 20 1 4	*		.A 1	
*	• • • • • • • • • • • • • • • • • • •	***	, , , , ,			

APPENDIX D (continued)

C. Administrative Costs Analysis

Administrative Allowance	
Pro-rated basic salary	
Extra administrative allowance	
Total administrative allowance	
Number of periods of instruction	June Term
	December Term



APPENDIX E



Anglysi. Sheet for Po-rating

Sil	perintendent's Solary and Travelling Expense
	Superintendent's
	Degree(s)
	Inspectorate
	Number of schools in divisions or counties
	Number of individual schools
Α.	Basic salary
	Expense Account
	Administrative expenses charged to school authority
В.	Proportion of Costs to Department of Education
	*Time on Department of Education duties
	Number of days recorded in statistical Report
	Portion of salary allocated to Department of Education duties
	Amount of expense account chargeable to Department of
	**Education duties
	Total Department of Education costs
C.	Net Asministrative Costs to Division or County
	Total administrative costs
	Total Department of Education costs
	Amount of administrative costs to division or county
	*This will include days spent in visiting schools not within
the	e division or county but within the inspectorate.
	**The travelling expenses to visit schools not within the

division or county but within the inspectorate will be included.

y 4 , 1, 1, 4

No.

A CENTRAL PROPERTY OF THE STATE OF THE STATE

APPENDIX F

u Lie Gega

ANALYSIS SHEET OF

Decile I

Vice-Principals Principals Supervisors Schools Adminis-Adminis-Dther Other Pro-Pro-Pro-Administrative Allowtrative Rated Allow-Rated Other trative Rated Total GRAND TOTALS Basic ance Total Allowance Basic Total Allowance Basic Allowance School System Allowance ance School System 1500.00 2863.33 19.50 4382.83 28.00 1791.88 841.67 922.21 6174.71 566.67 1281.67 1848.34 2660.84 116.67 695.83 812.50 1416.67 3255.17 93.00 4764.84 400.00 813.17 1213.17 6 79.50 388.17 308.67 6366.18 500.00 159.67 659.57 659.67 133.33 133.33 133.33 10THL 4116.67 7559.84 112.50 11789.01 1667.01 2510.71 28.00 4205.72 15994.73 0 Designate any extra allowance 0, Total 15994.73 Total for locally employed personnel Add Superintendents costs 8448.80 GRAND TOTAL 24443.53

7

T	No.		Principal	S			Vice-Prin	cipals			Supe	rvisors				
Schools	m	Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	T v t School	a l System	GRAND TO School	TALS System
A	1	400.00			400.00										400.00	
В	2	150.00			150.00										150.00	
C	3	1400.00	3984.17		5384.17	700.00	1272.92		1972.92							
	4														7357.09	
D	5	66.67			66.67											
	6	133.33			133.33										200.00	
R	7	50.00			50.00											
	8	100.00			100.00										150.00	
F	9	166.67			166.67											
	10	333.33			333.33											
	11					250.00			250.00						750.00	
G	12	50.00			50.00										50.00	
	13	300.00	659.31		959.31										30.00	
-	14	600.00	1802.50	يحسنن فللمنافق الأ	2402.50										1	
	15	000.00	1002.)0		2402.70	450.00	666.67		11116.67						4478.48	
-	16	666.67	811.05		1477.72	450.00	000.07		11110.01						14410-40	
+	17	000.01	011.0	1	T-411010	133.33			133.33						1(33.05	
T	18	150.00			150.00	1 177.77			120000						1611.05	
-	10	1,0.00			2,0,00				-						150.00	
-	-			-				-								
-	-			-												
-	-			-		-			-	-						
10	J	4566.67	7257.03		11823.70	1533.33	1939.59	1	3472.92			+	-		15296.62	
110	F\r\F	4,00.01	1271.07		121027.10	1 -2777-77	1 -///•//	1	1 241-172		Design	ate any ex	tra allowa	nce	59.00	
											Total	are uny ex	DIG GIIONG		39.00	
											Total	for locally	y employed	personnel	15355.62	
												perintende	nts' costs		9420.69	
					4-			nos		h 6.	GRAND	IUTAL			24776.31	

-						1				1						
	No.		Principal				Vice-Prin	cipals			Supe	rvisors				
Schools	lmi	Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	T o t School		GRAND TO School	TALS System
A	1	1500.00	3238.33		4738.33										7105.83	
	2					750.00	1617.50		2367.50							
B	3	1500.00	7450.00		8950.00											
	4					475.00	75.8		550.83	1						
	5					562.50	262.50		825.00						10838.33	
	6															
C	7	1275.00	2250.00		3525.00										4668.33	
	8					637.50	505.8		1143.33							
-																
-	-											 				
-	\vdash															
	-														\	
	-															
-															-	
-																
-	-															
-																
									1.1							
10	TAL	4275.00	12938.33		17213.33	2937.60	2461.66	5	5399.16						22612.49	
											Design Total	ate any ex	tra allowa	nce		
											Total	for locally	y employed	personnel	22612.49	
											Add Su	perintende	nts' costs		7413.11	
~ ~ .					•					4.4	GRAND '	TOTAL	• .		30025.60	

ANALYSIS SHEET OF _____ Decile IV

	No.		Principal	ls			Vice-Prin	cipals			Supe	rvisors				***
Schools	mi	Adminis- trative Allowance	Pro- Rated Basic	Other Allow- ance	Total	Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	T o	t a l System	GRAND TO School	TALS System
A	1	1775.00	4656.17		6431.17											
	2					887.50	1787.50		2675.00						9106.17	
В	3	1775.00	5125.00		6900.00											
	4					443.75	1873.00		2316.75							
	5					443.75	1806.00		2249.75						11466.50	
C	6	980.00	4039.35		5019.35											
	7					490.00	1906.50		2396.50						7415.85	
D	8	980.00	3201.60		4181.60											
	9					490.00	1554.70		2044.70						6226.30	
1																
															1	
ı																
				-						-						
							ļ	 								
	J	5530.00	1.50		00570 30			-								
CT	HL	5510.00	17022.12	2	22532.12	2755.00	8927.70	L	11682.70	<u> </u>			<u> </u>	1	34214.82	
											Design Total	ate any ext	ra allowa	ince	200.00	
												for locally	employed	personnel	34414.82	
											Add Su	perintenden	its' costs	perdonner	8832.73	
											GRAND '				43247.55	

	No.		Principal	S			Vice-Prin	cipals		14.5	Supe	ervisors				
S	min.	Adminis- trative Allowance	Pro- Rated Basic	Other Allow- ance	Total	Adminis- trative Allowance	Rated	Other Allow- ance	Total	Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	T o		GRAND 7	TOTALS System
A	1	975.00	755.00		1730.00											
	2					154.17			154.17							
	3					333.33	176.67		510.00						374.17	
3	4	1275.00	34)8.33		4773.33										· 3 / -2 × 2 1	
	5					637.50	1652.50		2280.00						1053.33	
3	5	125.00			125.00										7.95.00	
D	7	408.33	1400.00		1808.33											
	3	816.67	2600.00		3415.67											
	3					(12.50	1883.33		24,5.8	t.						
E	10	1075.00	389.00		1460.00									-7-	20.83	
	11					537.50			537.50							
2	15	1075.00	688.00		17/3.00									7	7.50	
*	13	2017100	000 4 400		21.7200	537.50	745.00		1282.50							
G	14	1508.33	3007.38		4515.71	321.30	143		. A					31	15.50	
	15	-,,,	7-41-7-		16347114	754.17	24)1.67		324).84							
									2000					T	61.55	
									.4							
-																
						-										
07	J_ [AL	7250.33	12333.71		1,772.04	3560.07	6.317		מיבועליוג					46	00-7.98	
											Total	ate any ex		ince	130,00	

Total
Total for locally employed personnel
Add Superintendents' costs
GRAND TOTAL

No			Pr	incipal	S			Vice-Prin	cipals			Super	rvisors				
Admin.		inis- tive owance		ted	Other Allow- ance		Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	Το t School	a l System	GRAND TO School	TALS System
A	1	1500.	.00	5887.	50	7387.	50										
	2						750.0	00 2679	, 58	3/29	8						
	3						200,0	0 4683	33	4883.	2					15700.41	
В	4	1500.	00	3020.	53	4520.3	3									17,00.41	
	5						750.0	0 2286 (10	3036.0	0						
L	6						337.5	0 4738.8	9	5076.3	10.1					12632.72	
C	7	300.	00	776.	3	1076.3											
	8	666.	7	1440.0	00	2106.0	7										
	9						112.5	0 120.0	10	232.	50						
	10						333.3			785.4	V.					1000 02	
b	11	1500.	0	4281.0	7	5781.6		4,16.3		103-4						4200.91	
	12	- ,		4020		21020											
+			-				750.0			3638.7	5		-				
+	13		-				125.0		D	321.0	4.0					\	
H	15	500.0	h			700.0	250.0			250.0	P					9991.42	
	10		1			500.0										500.00	
-	30	1500.0	D.	3405.0	X O	4905.0											
+	37		-				750.00		0.	2835.0	4		-				
+	18		+-				450.00			450.0	-				-		
X			-									1564.44		1564 44		9814.44	
4	20		-									10657.64	1425.72		12083.36		12083.36
+			-					Total	or Sun	wiser-	in school	1564.44		1564.44			
1.	-	2466 6-	-	10010 =				Total		1 Visors	in cyster	10657.54	1425.72		12003.36		
TAL		7466.67		18810.8	P	262 77. 50	4808.33	20189	63	24997		12222 08		<u> </u>	13647.80	52839.90	12085.36
												Total				12083.36	
													for locally perintender		personnel	64725.20	
												GRAND T		its costs		11117.24	
													O I I I I			17(007.50	

No.		Principal	S		1	Vice-Prin	cipals			Super	visors				
Admin.	Adminis- trative Allowance	Pro- Rated Basic	Other Allow- amse		Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance		other Allowance	T o	t a l System	GRAND TO	TALS Syntem
	1150.00	3958.33		5008.33					:					6762.08	
A L	22 70000	3370077			575.00	1178.7		1793.79	V						
	1650,00	5114 50		6766.58											
		الر با با تنظور			383.33	1553.33		1936.66							
-					191.67	513.33		705.00							
					750,00			750.00		je vedanijadama 17,100 ili anteriorijajam za 10,100 ili e				10419.24	
7					263.00			263.00	i.						
	250.00	245.00		495.00					1					1624.17	
	500-00	629.17		1129,17	,									1756.33	
	0 400/00			1756.33					100,00	1043.75	1 5.00		1338.79		1338.75
2 1	1250.00			4043.75				Salar Sicopersonalis	1					66)1.25	
	1250.30	3743.75		4/33.13	(25.00	1072.50		10.7.50					,	135 .67	
1					eg. sa	21/201		4 1 4 74		The state of the s				525.00	
7 1				1356.67			· ·	and the second s						1	
3 1	525,00	i		575.00		<u> </u>			COMP AND SOUTHWARE SECURISE SEC						
3 1	1650.00	4,18.33		656B.33	493.00	3285.83		3773.83	The second second second	r >->	 				
+-					-		{	CONTRACTOR	formacinament of					12024,00	
-	7				339.00	555.8		8/3.84 788.00	300.00	3920 83	1082.00		5202.83		5202.83
+	1				788.00			100.00	700.00	Jun. 4 6 4 3	2,000	-	7		
* 1	}			,			1								
+									*\.						
-															
٠,١,-	-			DOCUM T		1 (3.7) ehr.n. (0	205/2	100,00	1100 000	1277.00		6531.58	41158.74	511.58
Thi	8175.0	20422.1		28597.16	4402.00	815).9	3	12501.9	, , , , , , , ,	1	te any ext	ra allowa		10-10-14	7,2,74
						,				Total	be diff ex	al dilone		194.50	
									1	Total fo	or locally	employed	personnel	47700.32	
					•				1	Add Supe	erintender	its' costs		50543.10	

GRAND TOTAL

					 				1		Sheet 1.				
No.		Principal	s			Vice-Prin	cipals			Supe	rvisors				
Admin.	Adminis- trative Allowance	Rated	Other Allow- erce		Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	T o	t a l System	GRAND TO	TALS ·
1 3	500.00	543.33		1043.33										1043.33	
3 2		1951.67		3118.34											
					583.33	933-34		1516.67							
					208.33	420.55		638.88						5263.89	
2 5	1366.67	3204,17		4570.84											
- 6					686.66	1143.34		1830.00						6400.84	
7	1050.00	1820.00		2870.00									-		
- 5					525.00	742.60		1267.60						4137.60	
g ç	625.00	500.47	·	1125.47										1125.47	
P 10	1121.66	2055.83		3177.49											
11					560.83	687.50		1248.33							
12										2538.89		538.89		6964.71	
3 1		168 67		427.00					ATTICAL TOTAL ALBERTA						
1		803.33		1320.00										1747.00	
3.5	825.00			2000.18											
1					412.50	440.00		852.50						2942.68	
7 7.	1166.67	1825.00		2991 67											
18					200.00	367.50		567.50							
1					383.33	437.50		820.83						4380.00	
I ,	1066 67	2454.80		3521.49											
					533.33	1244.45		1777.78						5299.27	
	1016.67	2071.67		3088.34											
07.1						<u> </u>									
										Total f	for locally perintender	y employed	l personne:		

-					1				11/	or or the	eet 2.				
No.		Principal	ls			Vice-Prin	ncipals		6	Super	rvisors				
h im	Adminis- trative Allowance	Pro- Rated Basic	Other Allow-	Total	Adminis- trative Allowance	Rated	Other Allow- ance		Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	To	t a l System	GRAND TO	OTALS Syntem
X 2					508.33	1087.92		1596.25							
1 2	925.00	753.3	3	1678.33					J. T.					4684.59	
2					462.50	753.33	5	1215.8	1					2894.16	-
X 2									420.00	2708.33	312.05		3440.38		3440.38
) E						
-					,										
+															
-															
-												` .			-
									7-						
)	
								5 "							
+			-					,							
-			-							-					
											-				
								./							
	33/65 45			V1036 10	ENTA 1			., /							
OTAL	11605.01	19417.47		31022.48	5064.14	8258.03		13322.:	420.00	\$247.22	312.05	2538.89	3440.38 ance	1 803.54	3440.58
										Total					
								1		Total 1	for locally	employed	d personnel	\$ 440.38 59 323.92	
										GRAND T	erintender OTAL	its costs		959.89	

	No.		Principa	ls			Vice-Prin	cipals			Supe	ervisors				
Schools	m	Adminis- trative Allowance	Pro- Rated Basic	Other Allow-	Total	Adminis- trative Allowance	Pro- Rated Basic	Other Allow- ance		Adminis- trative Allowance	Pro- Rated Basic	Other Allowance	T o t	t a l System	GRAND TO	OTALS
A	1	1866.66	3887.50		5754.16											
	2					933.33	1505.00		2438.33						8192.49	
В	3	1650.00	3493.00		5143.00											
	4	-				825.00	1446.67		2271.67	· .					7424.67	
	5	2050.00	4056.25		6106.25										7-7-0	
4	6					691.67	2585.83	/	3277.50							
	7					708.34	1043.34	,	1751.68						11135.43	
D	8	2883.33	4991.67		7875.00				,							
	9			, all ages		750.00	1193.33		1943.33							
	10	-				666.66	3440.42		4107.08	ŧ						
	11	-				841.67	4906.67		5748.34						0677 35	
	12	2333333	7058.33		9391.66										19673.75	
7	13					1166.67	2575.00		3741.67						3113.33	
_	13	450.00		1	450.00										1	
	15	150.00			150.00					-					450.00	
	16	300.00			300.00											
	17	600.00			600,00				-						450.00 600.00	
	18	600.00			600.00				4							
		-													600,00	
		- 1			1	-		-		₹ =				-	-	
										1					+	
-				1						7/7						
OT		12883.32	23486.75		36370.07	6583.34	18696.2	•	25279.60	2 1					(164).67	
-										1	Design Total	ate any ext	tra allowa	ince		
											Total	for locally	y employed	personnel	61649.67	
												perintender	its' costs		9987.88	
											GRAND	TOTAL			71637.55	

85

		-	
Sne	et	7	

		it is									Sheet I.				
No	1 -	Principals			Vice-Prin	cipals				Super	visors				
Admin.		Rated Al	low-	Adminis- trative Allowance	Rated	Other Allow- ance		trat	nis- ive wance		ther Allowance	Τυ t School	a l System	GRAND TO	TALS Spotes
A	1 2003/	33 6464.17	8467.	50											
-	2			1001.0	7 3112	71	4114.	38		,					
	3				****				100.0	0 161.5	0	261	50		
	4	1200						1		4500.0	0	4500	00	17343	38
В	5 1583.	53 4745.00	6328.												
-	6			791.6	7 591.	33	1383.	00							
1	7	2.00],		787.5	b	787	50	8498	83
·C	8 _ 200.	фО	200.0	0				1							
	9 366.	7	366.6	7)1 4						566	67
D	10 - 450.0	00	450.0	0				M)						450	
E	11 2193.	7285/42	9478.7	5						-					
	12			1096.6	7 1883.	33	2980.	00						9	
-	13							21	66.1	7		66	67		
-	14								66,6	7			67)	
	15								66.1				67		
-	16									5433.3	5	5433		18092	09
P	17 1400.0	3338.67	4738.6	7				,							
1	18			250.0	720.	53	970.	33							
-	19			450.0	1521.	53	1971.	-							
	20									2803.3	3	2803	.33	10483.6	6
1								1							
TH									(ont'd on	Sheet 2)				
										Designat		tra allowa	nce		

Total for locally employed personnel Add Superintendents' costs
GRAND TOTAL

95486.03

Decile X

GRAND TOTAL

Sheet 2. Vice-Principals No. Principals Supervisors Schools Admin. Adminis-Adminis-Dther Pro-Pro-Pro-Other Adminis-Allowtrative trative Rated Rated Other Allow-Total trative Rated GRAND TOTALS Basic Total Allowance Basic Allowance ance Allowance School Total System anca Allowance Basic School Syttem 1400.00 3911.67 5311.67 3223.33 700,00 2523.33 3366.05 3366.05 11967.72 66.67 66.67 783.33 783.33 783.33 4555.00 1566.67 2588.33 3065.83 783.33 2282.50 100.00 1284.17 1384.17 3219.44 3219.44 11824.44 6388.30 500.00 5333.33 554.97 6388.30 22022.00 466.68 21555.33 Total for Supervisors in School 6388.30 500.00 5333.33 554.97 Total for Supervisors in System 6388.30 80010,12 966.68 26888.65 554.97 22 688.30 107 11946.66 28333.26 40279.92 5073.34 12634.86 17708.2 Designate any extra allowance 6388.30 Total 86398.42 Total for locally employed personnel 9087.58 Add Superintendents costs

APPENDIX G



				ENSE	ACCO			
	DAY	S		ense Authority				
		it o		D e	duc	tions		se
	Total	Charge to Department	Gross Expenses	Weals	*Wiles	Dep't Trips	Total Deductions	Net Expense to School Auth
January	24	11	225.58	Ques dies	140	124.75	144.35	81.23
February	22	4	240.17	1.20	334		47.96	192.21
March	24	4	173.04					173.04
April	22	6	94.63					94.63
May	23	5	157.46	2.40	48		9.12	148.34
June	22	4	202.20		78		10.92	191.28
July	20	1	66.13		30		4.20	61.93
August	21	1	53.01	5•75	100		19.75	33.26
September	23 -	5	195.33		60	23.20	31.60	163.73
October	25	4	189.47	1.20	30		5.40	184.07
November	25	6	141.73	7.45	2 5 2		42.73	99.00
December	22	4	141.47	1.20	62		9.88	131.59
TOTAL	273	55	1880.22	19.20	1134	147.95	325.91	1554.31

	* Wiles at 14 cents				
Á.	Gross Salary	-	8540.00 1720.51	•	
	Net Administrative Cost			- =	6819.49
6 .	Total Expenses Deductions	= =	1880.22 325.91		
	Net Administrative Cost			=	1554.31
С.	Local Administrative Allowance Received -			=	75.00
٥.	Total Administrative Costs				8448.80 (Sum of A, B & C)

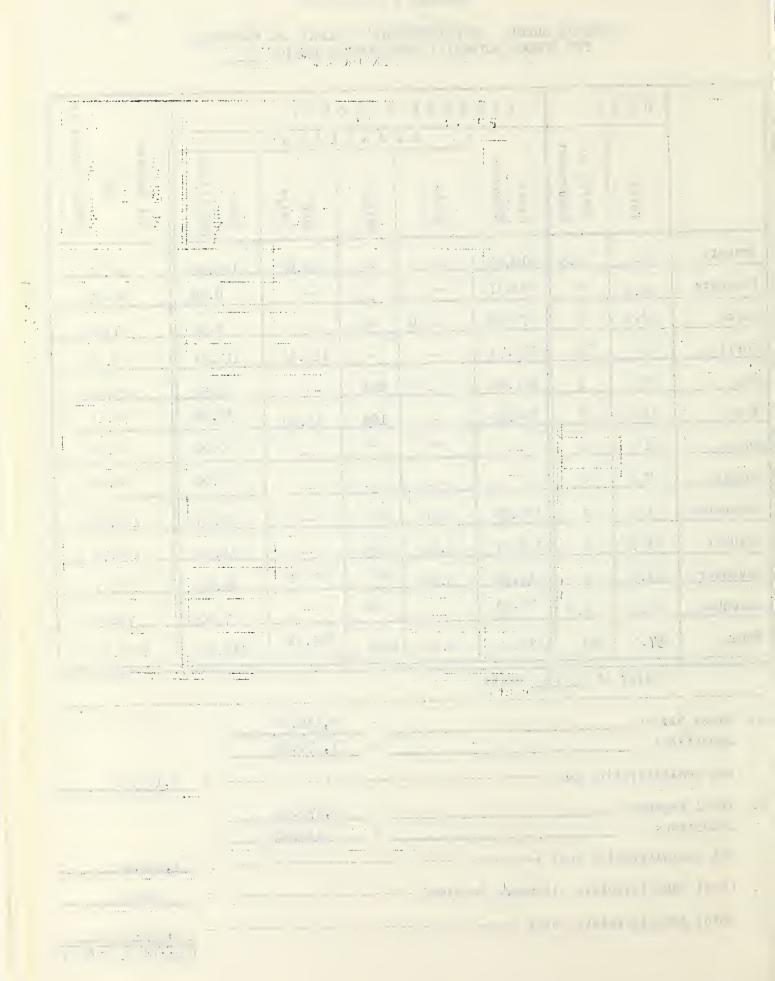
	e fight i deplaces y					ne v 6 m that i	***************************************	ه سه ازدول استواد			
est.				1 1	4.1	* *	_				
April	**************************************		+		'	1	· - ·	:			
		=, -		1 *	W			fages, who			
o					100			4.4.6.6.			
	1,00		1117	2.5	9 m			Thurst in			
	9:			gener term		in 9 5 1 mm to who o	f	1, 1			
6 ·	The special special state of the special special state of the special st		Ampa arayla.	t www.	•	i I man may	*				
ger g	2.		•	2.0			de la companya del companya de la companya del companya de la comp				
***************************************		entring employ					·	900			
	· · · · · · · · · · · · · · · · · · ·		· ·	s			} } 				
			Ι			1 	· · · · · · · · · · · · · · · · · · ·	La danne			
1 :- 7:	1 1				* 15° - 11	1 14	1	- and the drag of			
				: 15.5.5							
	The second secon				: : : : : : : : : : : : : : : : : : :		The said of the said				
T	6		1		The second second	\$		Towns on the second			
es an opposite when the second		7 . 7 . 1						l Ligor			
					· * * * * * * * * * * * * * * * * * * *	1		Personal Company of the Company of t			
		and the second s	elleran i e e e e		sum Abrunga menjeri			er er ayay i			
and the street of the street o	The state of the s										
	And the second s										
t the selection and the companies of the selection of the	Acceptant to the second	118 818 Mar est mil 1 m 4 m 5			- tg	ř	· 具体计	Sec. 3. 6			

many to the state of modern to the state of the state of

of the second of

	DAY	S	EXP	ENSE	A C C 0	UNT		ense Authority
				De		se thoi		
	Total	Charge to Department	Gross	Meals	*Miles	Dep't Trips	Total Deductions	Net Expense to School Auth
January	22.5	6.5	210.03			128.02	128,02	82.01
February	22.5	4	84.37				0.00	84.37
March	24.5	3	71.20	1.20	22		4.06	67.14
April	23	13	134.74			111.34	111.34	23.40
May	24	3	241.06	1.20	264		35.52	205.54
June	23	9	108.94		160	13.00	33.80	75.14
July	21	0					0.00	0.00
August	7.5	0					0.00	0.00
September	21	2	185.59	1.20	245		33.05	152.54
October	23.5	4	148.37	1.20	103		14.59	133.78
November	24.5	2	216.09	3.60	269	42.05	80.62	135.47
December	20.5	3.5	78.23		60		7.80	70.43
TOTAL	257.5	50	1478.62	8.40	1123	294.41	448.80	1029.82
	* Miles	at	3 cents					

Ä.	Gross Salary = 10,140.00	-
	Deductions = 1,970.09	_
	Net Administrative Cost	= 8,169.91
Б.	Total Expenses = 1,478.62	·
	Deductions = 448.80	
	Net Administrative Cost	- = 1.029.82
c.	Local Administrative Allowance Received	- = 220.96
D.	Total Administrative Costs	- = 9,420.69
		(Sum of A, B & C)



	DAYS EXPENSE ACCOUNT Deductions									
		44		Dο	duc	t i o n s		ense Authorîty		
	Total	Charge to Department	Gross Expenses	至 sec1s	*Miles	Dep't Trips	Total	Net Expense to School Auth		
January	20	7.5	200.39		111	172.90	187.33	13.06		
February	20.5	7	56.64	1.20	240		32.40	24•24		
March	23	6.5	104.74	4.80	364	35.68	87.80	16.94		
April	22.5	14	118.71			118.71	118.71	0.00		
May	23	3.5	75.58	1.20	198	20.44	47.38	28,20		
June	23.5	7	202.95	1.20	445	106.14	165.19	37.76		
July										
August	27	2.5	100.17	en en		100.17	100.17	0.00		
September	23.5	9	199.45	1.20	126	129.71	147.29	52.16		
October	22.5	6.5	128.20	3.60	460	41.76	105.16	23.04		
November	24	5	84.98	1.20	173	43.35	67.04	17.94		
December	18	3.5	56.80	3.60	220		32.20	24.60		
TOTAL	247.5	72.5	1328.61	18.00	2337	768.86	1090.67	237.94		

 CHAPTER AND ALL MARKET OF THE ARCHITECTURE OF THE PROPERTY OF

. he till med a some ligge englige en half he he som med bet en personal met en la som	ada tahungan digaggagga mengili diseruntan sagai ta Silang sembuahkan	en major di senting di	one and entered and the second	eri and end of	1 4 V I	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	make to do to	onista () — i kyriidasi rizonohinera, a. 1 1 — i — i — i — i — i — i — i — i — i —
	1			an Nagalia. San galang Magalia	en de la companya de La companya de la co		in the second se	•
			Du Silver	25 + 1				
				and transmission on more and an artist of the con-	a de la constante estado en estado e	1 1 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2 2		
				11 and 11 conservation to the first words 11	e englishe nga sagarana na			
	1 	مددان فيو المهود ووريوس	A control of the cont	the second second second	and the second		and the second s	
	in yan talah dari masar sam	we can refer to the specie of subfigure to a	The state of the s		The state of the s			
1.0	en e	an i fi a na a sana anga a sana fi fi sana a sana an anga anga a sana fi sana a sana	The state of the s	man and the second seco):
· · · · · · · · · · · · · · · · · · ·	District to a district district to a second	r makadanan a danah sebagai dalah basi r sebilah dari serj			Et ad			
				e aperto transporter a	1. 2mm			Last de la
	•	a training	- J	F				in the same of the
	A Company of the Comp	merca manna and account of the control of the contr		a ,		with the second		
a	B	e s hags to serbenye, gystad ets annen derikate age stant				a C	Friends on the fig.	s altern
and the second s	ger met entretten stan he draud gene recent in refere Victorian stan he draud gene recent in	# PT - Use is national linguistic disapplication in a particular control of the c	in the state of th	in to my supragation		and a second of the second of	e de la companya del companya de la	J.J.T.
Same of sample of the motion of the same o		r de la	1 101 may 185 day may 11 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		Section of the sectio	the man and the part of the pa		
	Fig. 6 de about a discustances	ra ina mili ari a a Shana a masha na nga maniyagan sakana n Tara a sa	Todoward Sect 9 470	n di de retajn dingeramente i mendine.		B To are us a sub-		e akali
and the state of t	" " " " " " " " " " " " " " " " " " "		- No. 100 -	tode i favoj pada i inpatri i novalo di i informi i i interpresi noti interpresi patri interpresi facili informazione	en Alle to gran	teo5 cyt	ang kalai:	olumber
	Through the states are				And the second s	calage proportions aproximes all especie	ar fogs. Round by z i	- 1 : 100
The second contract of	encepting gardened and and an experience of an experience		to an above to the second	er en la company de la company	1 10 4 4 4 4 4 1 1 1 1 1 1 1 1 1 1 1 1 1	sagi ny f	Mark De Friday	alou fini
2011 - Entre Marie de La Companya de	garage as a service of the service o	teres and the second	t to the paper who every by the	ts, it was	il orungeli.	er sirii ila Ar sirii ila	oraniuse, la Artoria Virgini	n. je Hatal "J Jakobal "J
	***	months of the second section of the second section section section sections.	We who is		2.18 	(*) - 0 } ; e.	ersplichten.	1 160

		_						>
	DAYS EXPENSE ACCOUNT Deductions							
		o nt		10	ense Authority			
	Total	Charge to Department	Gross	Weals	*Miles	Dep't Trips	Total Deductions	Net Expense to School Auth
January	23	2.5	89.30		18	61.48	63.82	25.48
February	22	3	189.86			146.48	146.48	43.38
March	24.5	7	82.64		34	18.55	22.97	59.67
April	21	6	56.60			27.68	27.68	28.92
May	23	-	80.94					80.94
June	23.5	3	88.51			50.23	50.23	38.28
July	3	-						0.00
August	16.5	-	6.00					6.00
September	22.5	5•5	163.06			113.15	113.15	49.91
October	26	5	77.22			43.17	43.17	34.05
November	24	3	124.25			70.09	70.09	54.16
December	21.5	1	29.24			10.69	10.69	18.55
TOTAL	250.5	36	987.62		52	541.52	548.28	439•34

TOT	AL	250.5	36	987.62		52	541.52	548.28	439 • 34
		* Miles	at <u>13</u>	cents					
A.		-				-	9,675.00		
	Deduct:		ive Cost	t			1,394.01		8,280.99
Б.		Expenses					987.62		
	Deduct	ions				_ = _	548.28		470 -
	Net Adr	ministrat	ive Cos	t					439 • 34
C.	Local	Administr	ative A	llowance !	Received -				112.40
ס.	Total	Administr	ative C	osts				=	8,832.73 (Sum of A, B & C

. No vivo. J. al The decree who is this decrease extending the decrease and section of the second sections.	مورد ويعم در ميزود دو ۱۸ په ميکاري . په وهيد په رنځ املي د الد ياده کا يوول د	ر المراد الم	TNO THE RESERVE	A STATE OF THE STA	and for the state of the same and the same	entral contral service	the continues on a page 1 days 1 of 60 office.	n menegolish dipental production of the producti		
t (s.) Sayon (s.)	:	3	$\delta = 1, \ldots,$	9 4 7 W	di di	6				
	Andrews of the second of the s			e same de la companya de la filia. La companya de la co	and a state of the		•			
	N			1 th \$200 1 1 1	44			I		
	1			;.						
See a		lime.	1				6 · ·			
ALLEN AND ADDRESS CONTRACTOR OF THE PARTY OF	A TOTAL AND A STATE OF THE STAT		100 may 1 m 1 m 1 m 1 m 1 m 1 m 1 m 1 m 1 m 1	<u> </u>	The state of the state of	Carrier and the commission		and the second s		
The state of the s	A series of the			-				Mental Control		
			· · · · · · · · · · · · · · · · · · ·	er e Companya en	nl. j	The Abrahamanak sarge		yanimile (
	i	2	· N	to a party	•			ATT.		
	• 1					1				
•	s the feet of the		20% 10			A		NALE		
Service and the service and th	in the second se		e a seed trap a court	era esa						
					the same of the sa		· · · · · · · · · · · · · · · · · · ·			
		e one of the second sec	a and a company of the	e e e e e e e e e e e e e e e e e e e		in the second se				
			7			And the section		La la de de de la composición de la co		
- 0		11.10		er no		•	1	and the Last		
	1-				1 1 7 1	;		7 / 10173		
		The designation of the second		The same same same same same same same sam	1. d			and medici		
The control of the co	The company of the transfer of the control of the c			Andrews (g. 1 des 1 des)				y control of the control of		
1		percentage of the second		an a dana		A CONTRACTOR OF THE PROPERTY O	The second secon	Karling St.		
The second secon		© 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1. 1.	4	· · · · · · · · · · · · · · · · · · ·	* * * * * * * * * * * * * * * * * * * *			AGRANI		
and the second s	* Make reference in the same of the same o	TRANSPORTED TO THE PROPERTY OF	Trial of gate office	e di Merita, Aria, Ar	A Proposition	ir de la		Band of the American		
ner mer sementer inn pår skriver i nikk en men gen i en går sk	ha sort we a surject as the surject and the su	1 6		and a discount of the	ne Te i Stade de la	10 12 15 N				
	a share stay eigh wi	The region of th		i unagri, i de manteu e pares. La pres	n on i di di e di non non aguage di i de n on e	All, weekly or statement		i dinana jeun. Managari		
, 1	the Miller - vide - Marine income	norm gran a decembra — trapperson a sua a ———————————————————————————————————			la imamia pri in a mata a manaili ia					
Fields - this employ amounts or Physicians by I dight amount in a constraint constraint, or in	, i nad opica i Pora g									
	Medical fundament	To see here the analysis the control of the analysis of the control of the contro			in the state of th	andrews a configuration	Sha toyXi	Harman . A		
	mand to the second of the	was acceptable to the control of the			the analysis of the second statement size.			tym		
TPE in the place to the Property of the Control of the place of the pl					in 1886 adam ku su sa ku ku ana sa					
The structure of the st	The second of th									
1.	** '**	The state of the s	17 grade 17 to 18 ft 11 to 15	e na ar existencia politico de e	15.120	C. Seri Jav	crate Apple	mights.		
1.0 002										

	DAY	S	EXP	ENSE	A C C O	UNT		ense Authority
		ىب		D e	duc	tions		se
	Total	Charge to Department	Gross Expenses	Weals	*Miles	Dep't Trips	Total Deductions	Net Expense to School Auth
January	26	6	161.97			148.73	148.73	13.24
February	24	5	155.39			129.91	129.91	25.48
March	25	9	90.16			50.34	50.34	39.82
April	23	5	44.17					44.17
May	25	1.5	146.87	1.20	50	22.00	29.70	117.17
June	25	1	86.33			28.97	28.97	57.36
July	18	-	38.79					38.79
August	26	-	84.60					84.60
September	23	4	120.46			54.24	54.24	66.22
October	25	1	133.17			40.42	40.42	92.75
November	25	2	153.02			75.62	75.62	77.40
December	23	4	160.81			119.77	119.77	41.04
TOTAL	288	38.5	1375.74	1.20	50	670.00	677.70	698.04

TOT	AL	288	38.5 1375.74	1.20	50	670.00	677.70	698.0	04
		* Miles	at 13 cents						
Ä.	Gross S	-			= =	9,675.00 1,293.36			
	Net Adr	ninistrat	ive Cost				=	8,381.64	
В.	Total Deducti				=	1,375.74			
	Net Adr	ninistrat	ive Cost				=	698.04	
C.	Local	Administr	ative Allowance E	Received -			=	199.44	
D.	Total A	Administr	cative Costs				=	9,279.12 (Sum of A,	B & C)

CONTRACTOR OF THE BUILDING CONTRACTOR OF THE STANDARD OF THE S

es;	egyen servici meneri arabah sajambah menerikan dalah d	ta Bancarray, a rans parameter - for lands afficiate at	n saon dhe yakinan i e nade y Shijasa i ni — saon y	taransiga apin ning rappah biya sali iligi i	rya na a nna peed na a ga	a secondario de la compansión de la comp	<u> </u>	anti Mana ngina sa Sagaba. Za n	The section of the se		
	loge	ti. Kalandari salah	er i di diserbita di periodi di seriesa di s Seriesa di seriesa di s		37 - 7 3						
		\$ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\ \\	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		, 431 						
	6 17 19 19 19 19 19 19 19 19 19 19 19 19 19							7			
	•		E 12 111		Trus anno				A STATE OF S		
									yernyts:		
	***************************************	Francis Control of	# 15 Process of the control of the c		· · · · · · · · · · · · · · · · · · ·				d de		
To the Party of the Party.				\$,			(13/30)		
		* 1. Who are an electrical and the second	· }			<u> </u>					
1.	a particular particula	V1 1							11.07		
		i i) - 14 min	\$	gradien is descripted the theorem.			·			
- - - - - - -	•	**************************************		e a desere	ens — e		AND THE RESERVE TO A SECOND SE				
1 -			•						Laterana vij		
	1 0 m				and the second second				1-12-11		
		A TO THE STREET	a in the second		erio				in the mail		
;	•		111 =				1		TO (1) Outs 1		
			A 1 1	- :	0.5		4	<u>.</u> .	A The State of		
	The second secon	. The second of	and a control of the design of the design of the parties of the design o	an instance described	हर र एक क्रांत्रिक संस्थानिक हुए के उत्तरक है । प्राप्तिक स्वकृति के बहुत स्थापन है । प्राप्तिक स्थापन है । प्र			39177	And the state of t		
rad av	The second of th										
	Market Commencer										
	The second of th										
			and the state of the second of			rette (m. 1992). Ven gerenning in de			taubs ,		

error warm over 180% and two two keeps. I be

---- testi oyi meteful oo oo o

ere er er er er mereller (f. 1.11 ero), ernegroffil se høljakkriske er egter.

o de la companya de l

-- 0 1

And the second s

. .

	-		1	-	-			the state of the s	
	DAY	S	EXP		ACCO			ense Authority	
		o it		D e	duc	tions	10	Ise	
	Total	Charge to Department	Gross Expenses	йeals	*Miles	Dep ^t t Trips	Total Deductions	Net Expense to School Auth	
January	25.5	4	96.23			43.66	43.66	52.57	
February	19.5	4	201.24			154.52	154.52	46.72	
March	27	11.5	73.50			23.72	23.72	49.78	
April	22	2	104.62			11.86	11.86	92.76	
May	24.5	1.5	116.35			11.86	11.86	104.49	
June	25	1	153.56			11.86	11.86	141.70	
July	11.5	-						0.00	
August	23	_						0.00	
September	26	-	127.99					127.99	
October	25	3	205.50			72.25	7 2 . 25	133.25	
November	25.5	-	82.98					82.98	
December	21	2	102.06			23.72	23.72	78.34	
TOTAL	275.5	29	1264.03			353•45	353•45	910.58	

	* Miles at <u>13</u> cents				
Α.	Gross Salary Deductions	===	10,140.00		
	Net Administrative Cost			_ ==	9,079.81
Б.	Total Expenses	=======================================	1,264.03		
	Deductions	==	353.45		
	Net Administrative Cost			-	910.45
c.	Local Administrative Allowance Received			=	1,183.98
D.	Total Administrative Costs			=	11,174.24
1					(Sum of A, B & C)

uru nunggus yak sa atau kurek sabus tuke sak u

T 19

T. Tobale and Alexander att. Like Bucket and taying. the salabatalaines the Millian W. Marie R. M. M. Marie W. Marie V. cardinal to partition to the read vitralities, early Theorems and a grain experience in the contract of the contrac The first of the second of the

	DAY	S	EXP	EXPENSE ACCOUNT							
		4		Deductions							
	Total	Charge to Department	Gross Expenses	Meals	*Miles	Dep't Trips	Total Deductions	Net Expense to School Authority			
January	21.5	3	96.39			51.81	51.81	44.58			
February	20.5	2	59.25					59.25			
March	22.5	4	125.92			85-17	85.17	40.75			
April	17	5	101.51			45.84	45.84	55.67			
May	25	9	113.71					113.71			
June	21	3	175.09			72.78	72.78	102.31			
July	23	-	19.59					19.59			
August	23	-	22.29					22.29			
September	19.5	4	217.16			114.13	114.13	103.03			
October	22	3	123.28			60.87	60.87	62.41			
November	22	-	115.63				**	115.63			
December	17	1	105.74			45.14	45•14	60.60			
TOTAL	254	34	1275.56			475•74	475•74	799.82			
	ata	17									

nec	ember	-1		107.14			77.77	77027	
TOTAL		254	34	1275.56	(d) ta		475.74	475•74	799.82
A.	Gross S	Salary _ ions _					8,980.00 1,202.04		
	Net Adı	ministra	tive Cos	t					7,777.96
В.	Total Deduct:	Expenses ions				dien Name Transitionerité récentir Name Name Name Name Name Name Name Name	1,275.36		
	Net Adı	ministra	tive Cos	st					799.82
c.	Local	Administ	rative F	Allowance h	Received .				265.00
۵.	Total	Administ	rative (Costs					8,842.78 (Sum of A, B & C)

	-				A					
	The contract of the contract o				ting of the		· \== = =	ghoty area ing square type		
1 *	epinemini i majir e ni mili i mili	en de la company						; -!		
Constitution of the Consti	of the community single probability of the control				· ·		A THE COMMENTER MANAGEMENT OF THE COMMENT OF THE CO	Company of the second specific of the company of th		
	ili Silangan sangan san Silangan sangan sa	engli meninggalan panganan ang	100 10 10 100 100		The second of the second					
Maria de la companya della companya della companya della companya de la companya della companya	44.		1	ļ						
				· · · · · · · · · · · · · · · · · · ·		men				
		The second secon	en e en e e e e e e e e e e e e e e e e	1				14 TB		
A place of the second section of the second	re respectively	erman Maria Spanish parameter Maria Sangay	the many decident and carry and carr	The man of the second s	i mac e i di di e	A to the second	الماليسية الدال			
I work to a sittle the what it is a second	The second secon	The second of th		The state of the s				The second secon		
	The second secon	1. 1	Property of the second				,	greatwie :		
	Property of States of the Stat	dan carante		Sagarana a see .		1		Land State of the		
			The state of the s		i i i i i i i i i i i i i i i i i i i			Tisq.		
	A CONTRACTOR OF THE STATE OF TH		1	The state of the s				and the second s		
		1	hart a significant				1 3	36.B.		
			de de la	The second of th			1 119 1 11			
		,		R timespee			or an experience			
• -	and the second second	,	e esta que mente el	,	Burghe, • a land		\$1. de la composició de l La composició de la composició	A time to the		
	ter med to a series on a	1 September 2015		THE RESIDENCE OF THE SECOND SEC				editori (delle		
The second secon	a grant same in a	F Handrings - April - American			V V • white	: 	green and a second	andorn)		
		- 1	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -				1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	radopyo.		
1	- 100 THE		The section of the se	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	Mariana	han a same a same		CORNESS.		
	V							It Was		
The first of the f	The second secon	()	The state of the s	The state of the s	27 - 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	en e		and grant have		
		MANTE E ANTENNE MET EN EN	en en en en en en en	Andrew Commission Comm	* * * * * * * * * * * * * * * * * * *	and the second s		e et en lag te la contrata de la gr		
And the first of t										
The state of the s										
1, 0	#41 No. 1 Mercy area	to the page of the same of the		dampa a later a la l						
And the company of the control of th	and the second of the second o	in a	ME ALL I	Tag Maria a contract of the contract of						
the section of the se	of the second se	Commission and approximate the com-	70 P + - 40 11 10 8.6 11	19.71 th W	. App. woll	. DVI HO	Jernosia.	1.00.		

Strell scientificial Control

APPENDIX G (continued)

ANALYSIS SHEET - SUPERINTENDENT'S SALARY AND EXPENSES
FOR SCHOOL AUTHORITY REPRESENTING DECILE 8

	1									
	DAY	S	EXP	EXPENSE ACCOUNT						
		44		Deductions						
	Total	Charge to Department	Gross Expenses	Meals	*Miles	Dep't Trips	Total Deductions	Net Expense to School Authority		
January	22.	3.5	113.03			37.50	37.50	75•53		
February	21	3.5	159.71			114.55	114.55	45.16		
March	24.5	12.5	85.50			10.16	10.16	75•34		
April	16	-	72.93					72.93		
May	22.5	1	177.42			13.20	13.20	164.22		
June	22	1	94.34					94•34		
July	14	-	24.00					24.00		
August	17	-	32.91					32.91		
September	21	4	87.84					87.84		
October	22	3	100.65			9.48	8.48	92.17		
November	23	2	169.72					169.72		
December	18.5	1	155.06			17.32	17.32	137.74		
TOTAL	243.5	31.5	1273.11			201.21	201.21	1071.90		
* Miles at 13 cents										
A. Gross Salary = 10,140.00										
	A. Gross Salary = 10,140.00									

:5
5
0
4
B & C)
3

CRETTURE COLUMN TO THE COLUMN

er og skalle fra er fra fra fra fra fra fra fra fra fra fr	العرب و عادم الهواه في العرب والعراقية وعاد رسانت سنت مر ويوراقية	S	<u>.</u>	er er er ansarer år enn av grænnes.	the commencement and the second of the secon		mens son at all a part sets to decide a	er wert filt to twenters in more tagang,
1 (1) 1 (1) 1 (1) 1 (1)				3271	is X a in		1 10 1.	
10. 11. 11. 11. 11. 11. 11. 11. 11. 11.			A D	* 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			•	
				,				
		Silver and the second s	0	2V 7			in the second se	
	Mary Mary	And the second s	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	and the second s			E sol	a a company parties
			1 100 to 10			. 6		West High
in the second se						. 5.		หุทสมาสสา
	l control of the cont					Bridge Company		1 (2011)
					p			4.11
in the second state of the second sec		\$						6.014
	1	1 0 min	1		,	1	1	o Kini
		i	1		,			1 1344
	-		í					
• • • • • • • • • • • • • • • • • • •	-							nostandyni.
		A The second second second	# 011 # Smile in galanting	•	3	A MARIE A	i. Pigo vegno severa i inte i a co giganari	i sigin anik
		The second second		The month of the m		a tingangn as ge T		Take California
ရေးသည်။ သည် ရှိ အားရသည် သော မေးမသည် သည် သည်	policina piudi. Il talinius il 1900 milio P		State of the state	land of the second		i		
مَا أَرْ مُعَادِّ اللَّهِ عَلَيْهِ مِنْ اللَّهِ عَلَيْهِ عَلَيْهِ عَلَيْهِ عَلَيْهِ عَلَيْهِ عَلَيْهِ عَلَيْهِ	متريب فيلك استراجاتي أأيدي	A second second	Tomas Company Company			†	Britania de la composición del composición de la composición de la composición de la composición del composición de la composición del composición de la composición del composición del composición de la composición del composición del composición del composición del composición del composición del c	
The state of the s	The second section of the section of th	The second secon	g of	to the second of the second		the distance of the same of		1000
	, to a second of					140	Tolkin !	
								ch Roya Chick III
				and the state of t				
eth generalistic en i i de neemberkelen en vingenie i van de neemberkelen.			Tell Man Topic and Tell			gel est.	inistya	distriction
	ti providi roma, i ur i e	a Life	* · · · · · · · · · · · · · · · · · · ·	i virialit i kanadaja kitaraji ya katari kama.	oras . Onled be - 11 t - 1828 delp - Robertson political	gara	80%a.c.,%	i inden
<u> </u>	e tellament ce con a force	maga and Tolling saging the length of engage		determination of an interest and are containing to a set				
et til servisjon filmer, glattisking ³ agsacht höldeber i de stande av in	s y/S Bh fish risper clase https://doi.org/ s	** Or or del all a loss to war a		The second secon				
	er e	THE THE STATE OF T		e Gerfron				e istopih "T
1 10 20	y y in gap bin ga manning i remaining and	The ten district to addition by a con-	radientine in the con-	12 1 10 10 Vo. 10 Was no	8380	D by¥ypo	r substitutio	e disperie
10 TE	. 1							

(Sum of A, B & C)

APPENDIX G (continued)

	DAY	S	E X P:		ACCO			ority			
	Total	Charge to Department	Gross Expenses	Meals o	#Wiles	Dep't Trips	Total Deductions	Net Expense to School Authority			
January	23	6	179.26			112.80	112.80	66.46			
February	23	8	143.18			96.50	96.50	46.68			
March	23.5	5	153.34			115.80	115.80	37 • 54			
April	20.5	-	97.42					97.42			
May	23.5	2	176.18			35.16	35.16	141.02			
June	24	2	185.18			60.64	60.64	124.54			
July	11	2	60.42			13.36	13.36	47.06			
August	18		84.06					84.06			
September	20.5	1	167.73			16.80	16.80	150.93			
October	23	3	147.22	44		31.03	31.03	116.19			
November	22	4	132.66	quin quin		46.87	46.87	85.79			
December	18	2	84.81					84.81			
TOTAL	250	35	1611.46			528.96	528.96	1082.50			
	* Miles	at13	cents								
A. Gross Salary = 10,140.00 Deductions = 1,419.60											
			t					8,720.40			
B. Total Deduct:	Expenses ions				= -	1,611.46 528.96		1,082.50			
C. Local	184.98										
D. Total	Administ	rative C	osts					9,987.88			

	Section of the sectio			and the second of the second	\$ 19 3 			
				22				
South Control of the	er er			in the second of				anne
A COLUMN TO A	er Villager (n. 1800) Villager (n. 1800)			en a politica de la propria de				
B {		A Company of the Comp	draw a file					.13%
e i	A company of the comp	- man a comment of the same		}				11.0
D		To a second seco	e e e e e e e e e e e e e e e e e e e	S and the second	Ani Carta		lan je	V spin magnikasi 2
	· [^							(146.45) (146.45)
n 1		1 and a second second second		The confirmation of the companies		A per up a plan an health in The		
e e e e e e e e e e e e e e e e e e e	and the same of th		was a second				, F	
		6				г -	B	
	i I i i i i I i i i i i i i i i i i i i	2	1	N				1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -
in the second se	A THE STATE OF THE STATE OF	The state of the s		in the second se				১ প্র
j "';	The West Control of the We				k je filozoforos ar saya	7. 1. 2		Elastic Maria
1 1	1-1-1-7			Control of the contro		f	()	(Banh)
The second of the second content of the seco					A Property of the second	174		
	· vit vigering		russ — — — — — a am	The control of the co		and a second of management	garia;	े देशकुर्ध । १ देशकुर्ध ।

	Control of the second s	garing amob
	Commence of the Commence of th	स्वत्व है १७६० है हु
· Virtual aprilement of the banks of the section of	to a twitter two procedures on the committee of the CM素系統	erateinin in.
	ATTENDED TO THE PROPERTY OF TH	May 19 KM 13 KM
	and leave the management of the second of th	um lation of a
Company of the second second second	Design the second of the secon	parkaken per
The second secon	· · · · · · · · · · · · · · · · · · ·	Antile for t
4 C	a server menting grant constitution in the constitution of 1980. The publish	ggafiolis - portoff

APPENDIX G (continued)

ANALYSIS SHEET - SUPERINTENDENT'S SALARY AND EXPENSES FOR SCHOOL AUTHORITY REPRESENTING DECILE 10

	DAY	s	EXP	ENSE	ACCO	UNT	1	ity
				Deductions			ense Authority	
	Total	Charge to Department	Gross Expenses	rieals	*Miles	Dep't Trips	Total Deductions	Net Expense to School Auth
January	23	4	79.86			33.00	33.00	46.86
February	21.5	3	76.93			28.72	28.72	48.21
March	24.5	10.5	58.70			31.49	31.49	27.21
April	20	5	103.04					103.04
May	23	3	240.84	4.80	220	89.20	122.60	118.24
June	23	5	189.49	1.20	30	49.83	54.93	134.56
July	14	-						0.00
August	15	2	43.15					43.15
September	20.5	6.5	194.34	2.40	132	91.68	111.24	83.10
October	22.5	4.5	221.49	1.20	70	112.37	122.67	98.82
November	25.5	7.5	131.62	1.20	80	8.15	19.75	111.87
December	19	4	97.37			43.02	43.02	54.35
TOTAL	251.5	55	1436.83	10.80	532	487.46	567.42	869.41

			1 1		The state of the s
	* Miles at 13 cents				
Ä.	Gross Salary		10,140.00		
	Net Administrative Cost			- =	7,922.51
Б.	Total Expenses	=	1,436.83	-	
	Deductions		567.42	-	869.41
	Net Administrative Cost			- =	009.41
c.	Local Administrative Allowance Rece	eived		- =	295.66
D.	Total Administrative Costs			. =	9,087.58
					(Sum of A, B & C)

CHEPTANN LONG TO THE BOTH OF STREET OF STREET

	ang alike nito usana sambani pilike sirito - 1,1 gan unaka.	- miner agrant - min	e .		e de la company		El totale test	There are the property of the control of the contro
				E N S E		7	Secretary of the second second	
34.000, PMI D. 3.					2 230 £30 £30 £30 £30 £30 £30 £30 £30 £30 £			
and the state of t		The state of the s	partition of the contract of t	5			6	
* 1		The state of the s		The state of the s	Service of the Charles	6		
		and the state of t	Nyan many minimize mining of		A A	Landa de la maraga		
		M pract philips is a specific			Particular of the state of the		,,,,,	Acres 1
				to the contract of the contrac				in Albania
	•	The state of the s		Minutes of the second of the s	t in America (1904) 15 miles (ij od za overej B G o overe troj 4 os
	G I STATE OF THE S	A particular and a particular description of the particular descri		A CONTRACT OF THE CONTRACT OF	And the second s	E Company of the comp		
								El Brancher
e a	ding in manuschi (dan silici s	Andre i gale mille i gladerrete e naglige e manega. Million de la compania e como a compania e c	en meneral periodici de la proposición del proposición de la proposición del proposición de la proposición del proposición del proposición del proposición de la proposición d		un en	Single Annual Control of the Control	in the factor of	Estrementos Matematicas Matematicas
The second secon	r ♥ water rife; = .		and the second s	e di mano sembra e di mano di	diser, er en eng sel selagt gar e en gagen	er de principale de la grande d	2,5 7,5 X ,5985 3 0.3.	M dagev Edgaga l
with community and the consistency congruence with a special condition of the consistency		and the display and the special sections and the special sections and the special sections are special sections.	NO TERM OF THE SAME OF THE	- tovi.ou	il opnowest	a syije	។ ប្រទេសប្រទេស	a tesal
	*** ** ** *	The second second second second		. La es mategras a casa dos dos este	with the Board	is nevi en	r tu i vlado	a indet

APPENDIX H



APPENDIX H

COST PER UNIT OF NEED

DECILE 1

SCHOOL	NUMBER OF PUPILS	COST OF LOCAL ADMINISTRATORS	COST PER PUPIL
A	182		\$20.46*
В		\$6,174.71	
Б	324	\$2,660.84	\$24.63*
С	301	\$6,366.18	\$21.15
D	102	\$ 659.67	\$ 6.47
E	67	\$ 133.33	\$ 5.97**
F			
G			,
Н			
I			
J			
K			
L			
M	To superintendent of schools	\$ 75.00	
X			
TOTAL	976	\$15,994.73	
ADD COS	T OF SUPERINTENDENT	\$ 8,448.80	
TOTAL		\$24,443.53	\$25.04

^{*}These two schools were under one principal for eight months. The unit cost stated are adjusted accordingly.

^{**}School E included in division for September term only. Unit cost is adjusted accordingly.

The state of the s

grand grand make a salah 1990 the salah sa		The second secon	n man i galakur († 15. sumaljungljungs) i sa
	1000 May 11 11 30	and the second	Composité
At Anny Company and the Company of t	17		
2	· · · · · · · · · · · · · · · · · · ·	, * :	
\$100 may 1, 1, 1		0.7	.7
		10	5
		1	
			A CONTROL OF THE STATE OF THE S
			i,
	Control of the Contro		11
	The support of the su	e e e e e e e e e e e e e e e e e e e	
3 - A Company of the	The second secon		, 1
The second section of the second section of the second section second section		4	2 1 may 1 ma
The second second was all the class of the control	Samuel and the second of the second	and the second s	
The second secon	*		e in the control to the control of t
TO THE PROPERTY OF THE PARTY OF	And the same of th	and the state of t	9 (2) 2 (2) 2 (3)
		and the second s	
	• • •		
	# . 4/1 . 1 ¹	The state of the s	An of a gray
	antonia (natural de Producto). Producto (natural de Producto). La constanta de Constanta (natural de Constanta de Constanta de Constanta de Constanta de Constanta de Constant		
			•
	•		ί .

DECILE II

		COST OF LOCAL	
SCHOOL	NUMBER OF PUPILS	ADMINISTRATORS	COST PER PUPIL
A	95	\$ 400.00	\$ 4.21
В	41	\$ 150.00	\$ 3.66
С	354	\$7,357.09	\$20.78
D	62	\$ 200.00	\$ 3.23
E	35	150.00	4.29
F	127	750.00	5.91
G	26	50.00	\$ 5.77*
Н	191	\$4,478.48	\$23.45
I	183	\$1,611.05	\$ 8.80
J	31	\$ 150.00	8.84
K			
L			
M	To principals' association	59.00	
X			
TOTAL	1145	\$15,355.62	\$13.41
ADD COS	T OF SUPERINTENDENT	9,420.69	
TOTAL		\$24,776.31	\$21.64

*School had a principal for a four month period only. The unit cost \$5.77 is projected for the year.

1. 人工工作

The state of the s Salt of the first times (1) 1170 14.0751-7.... 1 1 1 , . . 77. o di la fina de la companya de la c La companya de la companya del companya de la companya de la companya del companya de la c

APPENDIX H

COST PER UNIT OF NEED

DECILE III

SCH00L	NUMBER OF PUPILS	COST OF LOCAL ADMINISTRATORS	COST PER PUPIL
A	320	\$ 7,105.83	\$22.21
В	775	\$10,838.33	\$13.99
С	230	\$ 4,668.33	\$20.30
D			
Е			
F			
G			
Н			
I			
J			
K			
L			
М			
Х			
TOTAL	1325	\$22,612.49	\$17.07
ADD COST	OF SUPERINTENDENT	\$ 7,413.11	
TOTAL		\$30,025.60	\$22.66

The state of 44.7

11, 7,00 12 - 15 Age Little Parties 1997 Parti and the second car control of the second con

DECILE __IV_

COLLOGI	AUTHORS OF PURTY OF	COST OF LOCAL	GOOD DED DIDT
SCHOOL	NUMBER OF PUPILS	ADMINISTRATORS	COST PER PUPIL
A	552	\$ 9,106.17	\$16.50
В	541	\$11,466.50	\$21.20
С	316	\$ 7,415.85	\$23.47
D	333	\$ 6,226.30	\$18.70
Ē			
F			
G			
Н			
I			
J			
К			
L			
M	To principals' association	\$ 200.00	
Х			
TOTAL	1742	\$34,414.82	\$19.76
ADD COS	T OF SUPERINTENDENT	\$ 8,832.73	
TOTAL		\$43,247.55	\$24.83

--_V 11. FIL I I não Entro. 100 . and the second The same of the sa A TO THE PARTY OF

and the second s

DECILE V

SCH00L	NUMBER OF PUPILS	COST OF LOCAL ADMINISTRATORS	COST PER PUPIL
A	215	\$ 2,394.17	\$11.14
В	340	\$ 7,053.33	\$20.75
С	43	\$ 125.00	\$ 2.91
D	294	\$ 7,720.83	\$26.26
E	347	\$ 1,997.50	\$ 5.76
F	289	\$ 3,045.50	\$10.53
G	457	\$ 7 , 761 . 55	\$16.98
Н			
I			
J			
К			
L			
M	To principals' association	120.00	
Х			
TOTAL	1985	\$30,217.88	\$15.22
ADD COS	T OF SUPERINTENDENT	\$ 9,279.12	
TOTAL		\$39,497.00	\$19.90

esta de descriptor de la constitución de la constitución	The second secon	The second secon	
	A STATE OF THE STA	r caree	1 24 - 1
organization of the state of th		//#:	
name in the state of the state	College Colonia		
apany	administrative and the second	The many that is a particular of the control of the	
		t li co	
ment retrieve to a survivariant and the survivarian	francisco de lina Como de constitución	and the second s	· ••••
empression of the profession and the second of the second	The second secon		
A September 1981 of the Control of t	and a second of the second of	المعارض للمعارض أأعله المتاريخ الماريونيان	
Commence of animalities with the first of the commence of the	the state of the s	11 -1-1-1 - History	
			*
			*
		o o recivir subcomiti (majo) .	· ·
		o o recivir subcomiti (majo) .	

DECILE VI

SCH00L	NUMBER OF PUPILS	COST OF LOCAL ADMINISTRATORS	COST PER PUPIL
A	594	\$15,700.41	\$26.43
В	412	\$12,632.72	\$30.66
С	198	\$ 4,200.91	\$21.22
D	479	\$ 9,991.42	\$20.86
Е	93	\$ 500.00	\$ 5.38
F	575	\$ 9,814.44	\$17.07
G			
Н			
I			
J			
К			
L			
M			
Х		\$12,083.36	
TOTAL	2351	\$64,923.26	\$27.62
ADD COST	OF SUPERINTENDENT	\$11,174.24	
TOTAL		\$76,097.50	\$32.37

var i versioni.

H1. considerate care and comment of the to the state of the second of the second of the second sec • 11: there will be a second or a 100 mm was appropriate and appropriate for the 1 4 -meter of the frameway to provide the control of the Train Story 777 the state of the s The first of the second of the

DECILE VII

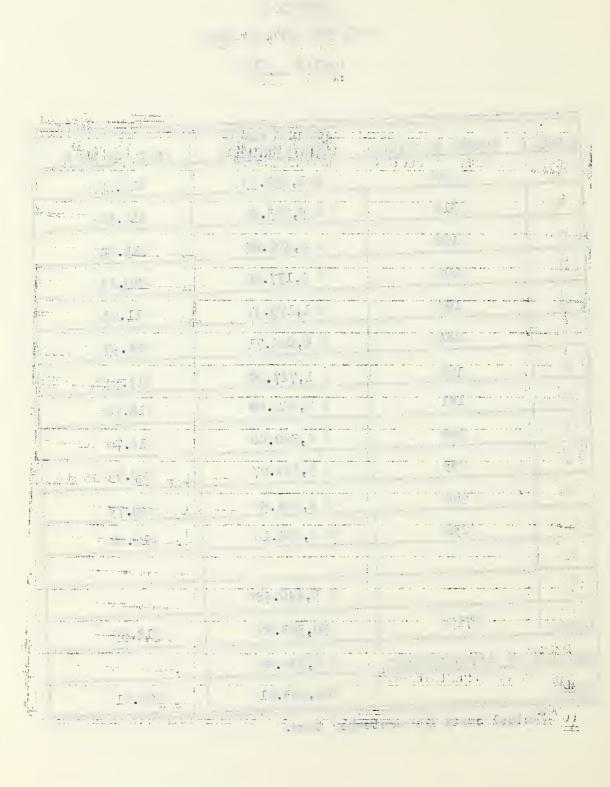
2211201		COST OF LOCAL	
SCHOOL	NUMBER OF PUPILS	ADMINISTRATORS	COST PER PUPIL
А	258	\$ 6,752.08	\$26.20
В	696	\$10,419.24	\$14.97
С	168	\$ 1,624.17	\$ 9.67
D	118	\$ 1,756.33	\$14.88
E	356	\$ 6,691.25	\$18.80
F	115	\$ 1,356.67	\$11.80
G	100	525.00	5.25
Н	600	\$12,024.00	\$20.04
I			
J			
K			
L			
M			
Х		\$ 6,541.58	
TOTAL	2411	\$47,700.32	\$19.88
ADD COS	T OF SUPERINTENDENT	\$ 8,842.78	
TOTAL		\$56,543.10	\$23.45

ത്ത് കാര് പ്രത്യായ വിവര്ത്ത് പ്രത്യായ വിവര്ത്ത് വിവര്ത്ത് വിവര്ത്ത് വിവര്ത്ത്ത് വിവര്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത് ഇത്ത്രത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്ത്	Figure 1 to 1 t	The manufacture of the second	Service Services
TEN 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			
		5F)	
17			and the same pro-
The second secon	75.		
W. 15	TN	A.C.F	
(EIII, 0	N1:	The same of the sa
		4.7.6	And the second s
the desire from the control of the c). 	
1.1	.1.77,711	1,	tenar na 15-
:			1
			A CAMPAGE AND AND A
	A Company of the Comp		1
			1
	01.50		
	e Wei		42
	7		C. T. C.
			E

DECILE VIII

SCH00L	NUMBER OF PUPILS	COST OF LOCAL ADMINISTRATORS	COST PER PUPIL
A	83	\$ 1,043.33	\$12.57
В	319	\$ 5,263.89	\$16.50
С	420	\$ 6,400.84	\$15.24
D	202	\$ 4,137.60	\$20.48
Е	102	\$ 1,125.47	\$11.03
F	284	\$ 6,064.71	\$24.47
G	129	\$ 1,747.00	\$13.54
Н	161	\$ 2,942.68	\$18.28
I	298	\$ 4,380.00	\$14.70
J	253	\$ 5,299.27	\$20.95
K	226	\$ 4,684.59	\$20.73
L	236	\$ 2,894.16	\$12.26
M			
Х		\$ 3,440.48*	
TOTAL	2713	\$50,323.92	\$18 . 55
ADD COS	T OF SUPERINTENDENT	\$ 9,939.89	
TOTAL		\$60,263.91	\$22.21

^{*}Actual costs for September term.



DECILE IX

SCHOOL	NUMBER OF PUPILS	COST OF LOCAL ADMINISTRATORS	COST PER PUPIL
A	523	\$ 8,192.49	\$15.66
В	420	\$ 7,414.67	\$17.65
С	680	\$11,135.43	\$16.30
D	1121	\$19,673.75	\$17.55
E	747	\$13,133.33	\$17.58
F	72	\$ 450.00	\$ 6.25
G	57	\$ 450.00	\$ 7.89
Н	90	\$ 600.00	\$ 6.67
I	89	\$ 600.00	\$ 6.74
J			
K			
L			
M			
Х			
TOTAL	3799	\$61,649.67	\$16.23
ADD COS	T OF SUPERINTENDENT	\$ 9,987.88	
TOTAL		\$71,637.55	\$18.88

. I. Frank Omlin.

Land Control (Co.)

			A Commence of the second
English Commencer Commence	· · · · · · · · · · · · · · · · · · ·		
	7	0.5	
The second secon	11 - 13161)_	
Section of the sectio	EP - 1	I II	
• •	The state of the s	Service of the servic	
Landing of the Control of the Contro	The second secon		er of course on the second
Section of the Contract of the		And the second s	
The state of the s		1)	1
1	Type with the second se		
The second secon	. We have a survey one weather Albert a community		
The second of th	The second secon	1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -	*
The state of the s	் பெறுக்கள் இருந்து இது இருந்தில் இருந்தி		e never e e
THE STATE OF THE S	er e		gas
 James aparta o conservado e e se servido valentes. 	The second of th	or a second of the second of t	· · · · · · · · · · · · · · · · · · ·
·	1	7.5	. ii
The state of the s			
	1 - 1		***
The state of the s	The Desire of the Control of the Con	man man and the second	

DECILE X

(
SCHOOL	NUMBER OF PUPILS	COST OF LOCAL ADMINISTRATORS	COST PER PUPIL
A	862	\$17,343.38	\$20.12
В	476	\$ 8,498.83	\$17.85
С	110	\$ 566.67	\$ 5.15
D	97	\$ 450.00	\$ 4.64
E	1213	\$18,092.09	\$14.92
F	418	\$10,483.66	\$25.08
G	381	\$11,967.72	\$30.86
Н	157	\$ 783.33	\$ 4.99
I	492	\$11,824.44	\$24.03
J			
K			
L			
M			
Х		\$ 6,388.30	
TOTAL	4206	\$86,398.42	\$20.54
ADD COS	T OF SUPERINTENDENT	\$ 9,087.58	
TOTAL		\$95.486.00	\$22.70

and the way

Control of the Contro		
The second secon		
		The same of the sa
	7.	7.10
The same of the sa	E I CONTROL CO	de la companya del companya de la companya del companya de la comp
Personne et a construe en construe de la construe d	i i i i i i i i i i i i i i i i i i i	And the second second second
approximate the second	· · · · · · · · · · · · · · · · · · ·	A CONTRACTOR OF THE STATE OF TH
OX	2	
S The state of the		
The state of the s		the comment of the second of t
A second of the		 A control of the second of the
And the second s	The second secon	g ^t astina i i i i i i i i i i i i i i i i i i
Line - hagers appoints and encountry and an encountry and a	But the state of the control of the	the second of the second secon
to the second se	The second of th	The state of the s
grand or specificate the supplication producingly control or supplication in the second of the second or s		and the second of the second o
· · ·		and the second of the second o
- The contract of the contract	The second of th	The second secon

APPENDIX I



COST OF ADMINISTRATION PER SCHOOL ACCORDING TO SIZE AND CLASSIFICATION

APPENDIX I

					SIZ	SIZE OF SCHOOL	HOOL				
	2 - 7		8 - 12		13 - 17	18	18 - 22	23 - 27	28 - 32	33 plus	
Type of School	School	Costs	School	School School Costs Number	School Number Co	School Costs Number	School Number Costs	School Number Costs	School Number Costs	School Number Costs Total	Total
Elementary	31	5.97	1.B	24.63	,						
	9F	6.25	哥	5.76							4
Elementary-	1.0	6.47									
Junior	2B	3.66									
High	2D	3.23									
	2 区	4.29									
	26	1.92									
	23	4.84							3B 13.99		
	50	2.91									
	70	19.6						7B 14.97			
	7D	14.88									
	713	11.80									
	8.8	12.57									1
	图8	11.03	8I.	12.26	9;						.07

•

0

\$ •

-

-73

SR

ò.

7

pts L

. 37

11 6

The state of the s			
The state of the s			
Tourse Tours and the Tourse To			
Tourse foots strong forth for a foots forth strong foots for a foo			
Tourse Tourse Tourse Tourse Service Service Tourse Tourse Service Service Tourse Service Servi	1		\$0 to 0.5 Feb. 1. The part to 0.5 Feb. 1. See the part to
Tourse Tourse Tourse Tourse Tourse			
20 17 - 20 17 - 27 - 27 - 3	1	100.c	ioo.'c
	.]	C + Of The American	

.

9 8 9 9 0 2 2 3

	2 - 7		8 - 12		13 - 17	17	18 - 22	CV	23 - 27	28 - 32	33	33 plus	
Type of School	School	Costs	School	Costs	School	Costs	School Number C	Sc Costs Nu	School Number Costs	School Number Costs	School School	Costs	Total
Elementary-	96	13.54											
Junior	96	7.89											
High	Н6	19.9											
	16	6.74											
	100	5.15											
1 1 1 1 1 1 1 1 1	100	4.64	1]]]]]	1 1 1 1) 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1			21
			1	١,		-							
Elementary-	2.A	4.21	2H	23.45	3C	21.15 5G	16.98	3 4A	16.50				
	2F	5.91	21	8.80	2C	20.78 6B	30.66	5 4B	3 21.20				
	6E	5.38	30	20.30	40	23.47 80	15.24	t 6A	1 26.43				
Junior	76	5.25	5A	11.14	4υ	18.70 9B	3 17.65	5 6D	20.86				
	9H	18.28	5F	10.53	5B	20.75 10B	3 17,85	5 6F	17.07				
Senior	10H	4.99	99	21.22	7E	18.88 1OF	25.08	9 7н	1 20.04		90	17.55	
High			8D	20.48	8B	16.50 loI	24.03	3 9A	15.66	96 16.30	9瓦	17.58	
			81	20.95	8F	24.47					10A	20.12	
			9К	20.73	18	14.70					10瓦	14.92	
	1	1 1 1 1	 		106	30.86	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	; ; ; ; ;	1 1 3 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	444

SIZE OF SCHOOL

APPENDIX I (Continued)

r -
-
-
-
-
-

															· · · · · · · · · · · · · · · · · · ·	
	!		· · · · · · · · · · · · · · · · · · ·						and has one one one							(
F-1	}	*							The site with Line pays can u							
		24							\$ \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$ 1 \$						Tooler Teams	
		C							1							
		00	6	• 1	* • j	t.	000	0							Toolog your	-1
		1	- 1						1							ומי ניט
		31 ()	5.03			,	•	•	# 1						owood do to	(C)
		; ; ; ;				C	3									CO 1-5
	* 3) 	-3		-5 /-1	- 1	•	10 mag						Torio Conta Color J	
) =:			2-7	Ä	1.		S	(-	1							")·!
- j	iş	•	-		· · · · · · · · · · · · · · · · · · ·			in In	1						et co	
(°	:	-	e,	(u		. 1	}	E S	# · · · · · · · · · · · · · · · · · · ·						111110000	
			• tunge			721 • 41	* 1	\$ I		้ำ	4.0	•		(T)	et c	
			,	;	- 7	<u>()</u>					1.7		7	>1~; (1)	TOCHO	
		lu-	\$ ^ .		17			1. 42. 42. 60. 7. 8.3				·	10 to 1			

APPENDIX I	APPENDIX I (Continued)		S	SIZE OF SCHOOL				
	2 - 7	8 - 12	15 - 17	18 - 22	23 - 27	28 - 32	33 plus	
Type of School	School Number Costs	School School Number Costs Number Costs		School Number Costs	School Number Costs	School Number Costs	School School School School School School Mumber Costs Number Costs Number Costs Number Costs Number Costs Total	Tag tag
Junior- Senior	1A 20.46		5D	26.26 3A 22.21				m
Senior			7A 26.20					
Totals	27	12	12	Ø	ω	2	4 73	2

Note: The schools are identified by a numeral and a letter. The numeral refers to the decile which Note: To facilitate typing of this Appendix, Arabic numerals rather than Roman numerals were used. Thus school "IA" is school A of decile one. the school authority represents.

		4			
			2	\$ 3 . C3	
					i
	· · · · · · · · · · · · · · · · · · ·				
					i

APPENDIX J



	2	7 -	8 - 12	.2	13 - 17		18 - 22	CA	23 - 27	2	28 - 32	33	33 plus	
Type of School	School	School Qualifi- Number cations		School Qualifi- Number cations	School Qualifi- Number cations	nalifi-	School Qualifi- School Number cations Number	aalifi- ations	School	ifi- School Qualifi- School Qualifi- School ons Number cations Number cations Number		Qualifi- cations	School	Qualifi- cations Total
Elementary	/ JE	-	1B	5.4										
		8	5E								1 1 1 1 1	1		
	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1		1 1 1 1 1 1 1 1	1 1 1 1 1	 			1				
Elementary-	/- 1D	П												
Junior	2B	П												
	2D	2,1												
	2E	1,1												
	20	Н												
	23	П									3B 4,1,2,2	1,2,2		
	50	2												
	70	2,4							7B (6,5,4,4,4				
	7D	2												
	7 F	4												110
	88	2	8L	4,4										
	38	2												

QUALIFICATIONS OF ADMINISTRATIVE STAFF

APPENDIX J

ACCORDING TO SIZE AND TYPE OF SCHOOL

SIZE OF SCHOOL

? . . 1 41 20 20 24 TO THE REAL PROPERTY OF THE SECOND SE Control of the Contro 1 1 1 7.3 F 7 2 Fill 192 10.00 ct.

	2	2 - 7		8 - 12	13 - 17		18 - 22			28		K			
Type of School	School	School Qualifi- Number cations		School Qualifi- Number cations		1	School Qualifi- Number cations		School Qualifi- Number cations	alifi- s tions l	School	Qualifi- cations	School Number	Qualifi- cations	Total
	98	3,2													
	96	2,1													
	Н6	-													
	160	0 0													
	100	, ,					1 1 1 1		1	1 1 1 1					1
i i i i i i i	 	 													
Elementary- 2A	y- 2A	5	2H	5,4,5	10	3,4,2	56	5,4	4A 6	9,9					
	2F	1,2,4	21	4,3	2C	5,4	6B	5,4,1	4B 6	6,4,5					
	至9	2	30	4,1	4c	4,4	98	4,4	6A 5	5,4,1					
Junior -	16	4	5A	4,4,5	4D	5,3	9B	4,3,1	(D)	5,4,3,2					
	H8	6,4	5F	4,4	5B	4,4	10B	4,3,3,3 6F		4,4,1,1					
Senior	10H	4	29	5,4,2,2	7E	6,1	10F	6,4,4,1 7H		4,6,1,2					
			8D	5,1	8B	4,4,1	101	4,5	9A 4	4,4	96	4,4,2	7 Œ6	4,3,5,6	
			83	4,4	8F	3,2,2							至6	6,4	

SIZE OF SCHOOL

APPENDIX J (Continued)

2	100							And the second s							· · · · ·		
:								and and and									
	, · · · · · · · · · · · · · · · · · · ·							2 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 - 1 -								1.6.	
	(-							1						1		1 1	
	14	74	7	7 1 7 1	10	73	/0	the same of the last two two two two two two two two two tw									
		5		. (45											1	
	18			(3)	***		**										
			**************************************		.~	2		4 4 2 2 3 4 1						*	v e	1	
2	(-		, 1 , , 1	~	. 1		S the same that they make the same that the same						- - - - - - - - - - - - - - - - - - -			
		- ;	.= ;	in	()	~~	$\mathcal{F}_{i_0}^{i_0}$										
, à	3-1	n n		, T	1 1	/# 	; (1 ,	
*		· ·			6												
								a beel free cond and and peak man have con-	7 1	ر ۱۰	: .					- 1	· · · · · · · · · · · · · · · · · · ·
				+ <u>3</u>		(6)			,	1g	197	٤	t*···		. 0		
		ř.		0 1				\$ 1 PP \$									

	2 - 7	ω	8 - 12	13 - 17	. 17	18 - 22	23 - 27	28	28 - 32	33 plus	lus		
Type of School	School Qualifi- Total Number cations Number cations Number cations Number cations Number cations	School Number	School Qualifi- Number cations	School	School Qualifi- Number cations	School Qualifi- School Qualifi- School Qualifi- School Qualifi Number cations Number cations Number cations	i- School Que Number ca	ualifi- ations	School Q	malifi- ations	School	Qualifi cations	- Total
		ЭК	4,4	18	4,4,4						10A	10A 6,5,3,1	
				100	4,4,1,1						105	10E 5,4,4,1 118	118
Junior-	i 1 1		1 1 1 1 1 1		L L								r
Senior	1A 5,1			J.	ζ,ζ,ο uζ	5A 4,5							_
Senior		1 1 1 1 1		7.A	7A 4,4								7
Totals	57		28		31	22		25		ω		16	168

701 ing * יווות ביותי. 100 in 100 CC in in a ---

. 1

.

1

APPENDIX K



APPENDIX K

2chool Perion Perion Per Number Week Number Week 1D 2 2B 0 0,0 2E 0,0 2G 0 2G 0 7C 5,9 7F 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4 4	212E OF SCHOOL 71 - 71	-7 8-12 13-17 18-22 23-27 Periods Periods Periods Periods Periods Per School Per School Per School Per

	lus	Periods Per Week													18,24	
	33 plus	School Mumber N						i i i i							28,8,18,24	35,16
															9A	到6
	28 - 32	Periods ol Per er Week						1 1 1 1 1							90 23,14,8	
	28	School										0	9	0	96	
	23 - 27	Periods Per Week						1 1 1 1 1 1	24,9	25,9,9	30,16,40	21,15,10,0	16,12,0,40	26,12,8,0	25,8	
1	23	School						i i i 1	4.A. 2	4B	6A	(D)	6F	7H	9A	
	22	Periods Per So Week M						1 1 1 1 1 1	13	15,12,40	7	10	4,7	19,14,14,18	15,12,9,13	
	18 - 22							1 1 1	15,13	15,	17,7	19,10	26,4,7	19,	15,	
	•	School Number						1 1 1	56	6 B	80	9B	10B	10F	101	
	13 - 17	Periods 1 Per r Week						1	16,7,2	7,6	21,10	17,10	19,9	25,10	12,5,4	13,5,20
	13	School						1		20	4c	4D	5B	7国	8B	요.
	8 - 12	Periods Per Week l	4,4						11,15,2	0,9	12,4	5,0,5	4,4	15,4	12,7*	10,3
	8	School	8L						2H	21	36	5A	5F	99	8D	81
	7	Periods Per Week	4,4	0,0	0	0	0	0,0	0	0,0,0	0	0	7,4*	0		
	2 - 7	School Number	- 8G	96	Н6	16	100	101	2.A	23 F#	至9	76	8H	10H		
		6.,	tary-						tary-	ı						
		Type of School	Elementary-	Junior					Elementary-	Junior	Senior					

SIZE OF SCHOOL

APPENDIX K (Continued)

: 														
					())	***	<i>a</i>							
	73			· · ·										
		124 124	ļ. ~~)		5			00 00 00 00 00 00 00 00 00 00 00 00 00						(2)
	*	230 (1)2'	(**) }	1		1								
8	a	1 °	Ξ,		<u> </u>	Ç*	7							l di e di
A	2	2 1 0 1 1	×3		7.7	; <u>`</u>	· · · · · · · · · · · · · · · · · · ·						×3	
51	6	(*)	<u>.</u> -	10	CM.	a==1 1 .								
		0	- · · ·	C 1		0	C		0	C		-9		
		, 3	C	<u> </u>	Er.			É		:	k_			
					3000	: : : *	The state of the s					⊢ 1		

	33 plus	Periods 1 Per r Week	
	33	School Number	
	28 - 32	Periods School Per Number Week	
	28	School	
	23 - 27	Periods Per Week	
HOOL	23	School Number	
SIZE OF SCHOOL	18 - 22	Periods Per Week	
SIZ	18	School Number	
	17	Periods Per Week	
	13 - 17	School Number	
led)	8 - 12	eriods Per Week	
PPENDIX K (Continued)	ω	School	
SNDIX K	. 7	Periods Per Week	
APPI	2 - 7	lype of School	
		Type of	

Elemen tary-	8K	11,6	18	11,7,7	104 32,16,3,40
Junior-			100	21,27,29,0	105 38,10,0,0,0,0
Senior					
Junior- 1A 19.8	1 1 1 1 1		5.0	20,20,10 3A 19,16	
Senior	1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1	1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1 1		
Senior			7 A	7A 20,6	

Note: The first figure quoted is the administrative time of the principal in the December term. *Based on a forty-five period week.

0 (A) 3 1 . free made to die it was been ween











B29817